

**HUMAN RESOURCE PRACTICES IN THE PERFORMANCE OF
TANZANIA LOCALGOVERNMENT AUTHORITIES**

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FOR THE DEGREE OF DOCTOR OF PHILOSOPHY
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CERTIFICATION

The undersigned certify that they have read and hereby recommend for acceptance by The Open University of Tanzania a thesis entitled: “**Human Resource Practices and Performance of Tanzania local Governments**”.in fulfillments of the requirements for the award of a degree of Doctor of Philosophy in Business Management of The Open University of Tanzania.

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ABSTRACT

Human resources practices are essential in influencing organisation performance. The primary goal of the study was to understand the influence of human resources practices on performance of Local Governments in Tanzania. The study was guided by three specific objectives which seek to identify the effects of employees' competence on the performance of LGAs; to determine the influence of employees' commitment on the performance of LGAs; and to assess the influence of employees' working environment on the performance of LGAs in Tanzania mainland. The study was performed using explanatory design with facts generated from interviews and focus group discussions. The facts were supplemented by data collected from secondary sources. The data from both interviews and FGDs were analysed through content analysis. Data were transcribed to list codes which were combined to identify themes and patterns. Conclusions were drawn through patterns and relations between themes and comparison between cases. Findings revealed that, employees' competence, commitment, and working environment have relatively high influence on the performance of Tanzania LGAs. These HR practices are obtained through recruitment on variable demands, proper training and development policies, good compensation policy, proper performance management and conducive work environment. Finally, it is recommended that human resource practices and performance in LGAs is a two way traffic that the government must make sure that it commits and assures that employees are supplied with all the expectations from the government to conform to the good practices influencing performance.

Keywords: *Organisation performance, human resources, Local Governments, Tanzania.*

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LIST OF ABBREVIATIONS

AMO	Ability, Motivation and Opportunity
CCM	Chama Cha Mapinduzi
CG	Central Government
D by D	Decentralisation by Devolution
FGD	Focus Group Discussion
FYDP	Five Year Development Plan
GSP	Government Scale Payroll
HRM	Human Resource Management
HRs	Human Resources
IPAs	Individual Performance Agreements
LGAs	Local Government Authorities
LGDG	Local Government Development Grand
LGRP	Local Government Reform Program
MBO	Management by Objectives
MDGs	Millennium Development Goals
MKUKUTA	Mkakati wa Kukuza Uchumi na Kuondoa Umasikini Tanzania
MOF	Ministry of Finance
MSC	Management Standard Checklist
MTEF	Medium Term Expenditure Framework
NSGRP	National Strategy for Growth and Reduction in Poverty
OPRAS	Open Performance Review and Appraisal System
PO – PSMGG	President’s Office Public Service Management and Good Governance

PO - RALG	President's Office – Regional Administration and Local Governments
P-O Fit	Person Organisation Fit
PSRP	Public Sector Reform Program
RBV	Resource Based View
URT	United Republic of Tanzania

CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter provides an introduction to this study. It consists of eight sections: section one is about background to the problem; section two is a statement of the problem; section three focuses on objectives of the study and research questions; section four is significance of the study; section five is the scope of the study. The last section is the structure of the thesis.

1.2 Background to the Study

Human resource practices has become a major concern in many organisations in recent years. Human resources are ever asked to provide a sustainable competitive advantage for organisations to ensure individual and team performance in organisation (Blackbank, 2016). The performance is essentially rooted in human resource capital (Schultz, 1961), resourced based (Barney, 2001), and expectancy theory (Vroom, 1964). Organisation's employees comprise a very important aspect of organisations to achieve a high rank in business competition (Hassan and Mahmood, 2016). Iftikhar (2015) argued that, organisations will ensure high performance through improving employees performance. Moreover, Phanwattan and U-on (2017) argued that Human resources practices mainly influence organisation's performance. Though there are scanty studies on the linkage between HR practices and organisation performance, the study paradigm has shifted from

studying the role of Human resource officers towards what are been done by employees(Elorza, 2011).

Studying organisation's choice of human resource perspectives follow the three typologies developed by Delery and Doty (1996) which are universalistic, contingency and configurational perspectives. These perspectives are still relevant (Kaufman and Miller, 2011). The best practices to human resource management or as Boxall and Purcel (2008) term them as universalistic perspective. Best practice perspective insists the need to use the well known and agreed human resource practives to increase organisation performance. The reason being that HRM policies and organisational business strategy are highly independent towards organisational performance (Katou and Budhwar, 2007). The contingency perspective on the other hand, projects the need of organisations aspects to be considered in deciding organisation's HR policies (Dany, 2008). The third perspective is configurational. This is a holistic approach of designing HR policies and organisation's strategies towards organisational performance (Ulrichi and Brockbank, 2005).

Local Government Authorities in Tanzania were established since colonial period through Native Authorities (Illiffe, 1979). The Native Authorities were put in place to serve the interests of colonial government officials, while Africans interests had to be addressed in a very marginalized way, they were treated differently from European and Asians interests(Illiffe, 1979). The following years of independence Tanzania adopted several policies of LGAs. In the first decade of independence (1961 – 1972) the central government consolidated all authorities over the local

authorities. This was done for the purpose of building and consolidating national unity (Illiffe, 1979). However, LGAs in Tanzania were abolished for a period of ten years from 1972 to 1982. Duties and powers of Local authorities were centralized by the central government with the purpose of increasing performance in local communities. Under centralized policy, the central government of Tanzania centralised recruitment, selection and training of employees of LGAs staff. The decision was taken to reduce unequal distribution of employees in rural areas and urban councils. The centralization of recruitment and selection process helped to the central government distribute employees to help rural areas to have enough employees working with rural communities. However, the centralization of local authorities did not bring the expected results (REPOA, 2008).

Following the improved working environment in rural areas, Local Government Authorities were re-established in mainland Tanzania in 1982. Four important legislations were passed in 1982 namely Local Government (District Authorities) Act No. 7 and Local Government (Urban Authorities) Act No. 8, Local Government Finance Act No.9 and Local Government Service Act No.10 (URT, 1982). The councils were empowered to pass by-laws, collect revenues, and determine local budgets and plans, among other functions. The councils were also given direct responsibility for service delivery in the areas of primary and secondary education, health, local water supply, local roads, agriculture extension, and to enhance democracy in governance of LGAs. Through these legislations, recruitment and selection powers and authorities were decentralized to LGAs.

In 1999 the Local Government Acts were amended to enable the implementation of the Government's policy of decentralisation by devolution. The amendments of Sections 17 and 52 of the Local Government Laws Miscellaneous Amendments No. 6 of 1999 introduced objectives for all local authorities in performing their basic functions, such as: to give effect to meaningful decentralisation in political, financial and administrative matters relating to the functions, powers, responsibilities and services at all levels of local government authorities (URT, 1998). In order to give more meaning to LGAs, amendments of Sections 10 and 20 of the Local Government Laws (Miscellaneous Amendments) No. 13 of 2006 were made to give more powers to the people to competently participate in the planning and implementation of development programs within their respective areas, by making LGAs more effective and efficient in executing their statutory duties.

Decentralization policy reflects that, LGAs are fully responsible for planning, recruiting, rewarding, promoting, disciplining, developing and firing of their staffs. Decentralization helped LGAs to hire applicants who are compatible with LGAs working environments, to retain employees who are competent in working with LGAs. Furthermore, the policy empowered LGAs to motivate employees who are committed working with LGAs. Moreover, decentralization policy improved participation of local communities through their elected political representatives who are involved in hiring required staffs for LGAs.

The challenging issues during that time when the political system was one party state, both centralized and decentralized LGAs were not efficient and effective because the

performance of most LGAs were not promising to achieve the desired goals and objectives of LGAs. This could be due to increased corruption in relation to the decentralized recruitment process, furthermore, the low capacity of LGAs to recruit competent staffs (Lufunyo, 2015). During the multiparty state, LGAs in Tanzania faced other challenges such as favouritism on basis of political orientations during recruitment and selection of working staffs in LGAs (Olsen, 2007). Understanding these challenges, the government of Tanzania through Act No. 8 of 2002 as amended by Act No. 18 of 2007, section 29(1) centralised the recruitment process, where staffs in the government sectors are centrally recruited through the Public Service Recruitment Secretariat. (URT, 2004 Revised 2008).

The Secretariat does not, however, deal with teachers and health officers who are centrally recruited by their respective ministries and they are allocated to different LGAs through PO RALG (TAMISEMI). The centralized recruitment through the Public Service Recruitment Secretariat has challenges which are reflected in poor staff planning, implementation of work procedures, reporting and follow ups of various training for semi-skilled and high skilled staffs. The centralized system has other challenges on staffing process, such as lack of human resources audit before staffing position is done, lack of training needs assessment before taking employees to attend various training either short term or long term training. There is no specific design or approach of planning of human resources developed in LGAs (Lufunyo, 2015). These challenges lead to failures of various shares of development goals, and reducing undesired work culture and ethics in LGAs (Katara & Ngalewa, 2008). Despite the challenges of centralized recruitment, the Public Service Recruitment

Secretariat enhance transparency and accountability to the public. The transparency is enhanced by enabling public Institutions to acquire human resources with relevant competencies by adhering to principles of fairness, impartiality, transparency and meritocracy in the public service of Tanzania.

Despite all these reforms, studies show that LGAs in Tanzania are not performing well (REPOA, 2008). The LGAs underperforming has many challenges including policies towards improving LGAs, HR skills, financial capacities of LGAs and performance motivation to Human Resources (Lufunyo, 2015). Warioba (1999) noted that, a big issue at LGAs level is the staffing problem. It is a problem in terms of numbers and skills as well as experience. The implications arising from this staffing situation are that LGAs capacity to deliver services and economic development is reduced (Liviga, 2012). Despite the adoption of the National Strategy for Growth and Reduction in Poverty (NSGRP) which provides an operational framework for achieving the MDGs and Tanzania's Development Vision 2025 with the aim to transform Tanzania into a middle-income country (OECD, 2013), LGAs do not possess necessary administrative capacities to effectively serve their communities (UN-DESA, 2011). Some Human resources in LGAs are illicitly diverting public financial resources for their own benefits before the resources reach to the local communities for social services and economic development (Poncian, 2014). Many employees in Tanzania LGAs are exhibiting low commitment to LGAs objectives. Employees at LGAs are seen not to whole heartedly working towards the achievement of LGAs goals. There is low involvement with their local community they are serving (Ridder K. , Emans, Hulst, & Tollenaar, 2015). HR in

Tanzania LGAs is facing many staffing problems, it is a real time now LGAs to rethink how Human resource practices impact LGAs performance.

1.3 Statement of the Problem

Local Government Authorities in Tanzania were established to undertake several functions in local community level. Such functions which LGAs are given include to pass by laws in their area of jurisdictions, to plan, design and collect revenues in their respective councils. The collected revenues plus financial grants from central government should be used by LGAs to effective delivery of social services including both primary and secondary education, primary health services, water supply, local roads and agriculture services (URT, 1982). Miscellaneous Amendments No. 6 of 1999 were made to give more functions to LGAs. These functions included political decentralization, financial responsibilities, and administrative capacities at all levels of LGAs in Tanzania (URT, 1998). In order to give more meaning to LGAs, further amendments were made especially these appeared in Sections 10 and 20 of the Local Government Laws (Miscellaneous Amendments) No. 13 of 2006 were made to give more powers to local communities by making LGAs more effective and efficient in executing their statutory duties (URT, 2009)

Studies show that LGAs in Tanzania are not performing well (REPOA, 2008). There is a gap between LGAs' budget and actual collections for all LGAs in Tanzania (CAG, 2019). As a result from this, LGAs are supposed to increase efforts and

methods of generating revenue from own sources rather than depending on the central government grants. Under collection of revenue from own source leads the LGAs to timely delivery of social services including both primary and secondary education, primary health services, water supply, local roads and agriculture services. In order to increase performance, LGAs need to possess competent and committed staffs who work in a conducive working environment. LGAs underperformance is clearly evidenced whenever the grants from the central government are not released, or late released. This is the case with LGAs development projects which are not timely completed because of more dependence on central government grants.

The LGAs underperforming has many challenges including policies towards improving LGAs, HR skills, financial capacities of LGAs and performance motivation to Human Resources (Lufunyo, 2015). It has been noted that, a big issue at LGAs level is the staffing problem. Competency of staffs is a problem in Tanzania LGAs (Lufunyo, 2015). Staffing is a problem in terms of service delivery and project implementation skills, capabilities of LGAs staffs to perform core functions bestowed to them, knowledge of LGAs business management, working experience with local communities and work attitudes. In addition, unfavourable motivation to HRs in terms of compensation, recognition and promotion reduce working commitment. (Mohyin, 2012) Moreover, working environment in Tanzania LGAs is not friendly enough to allow employees to effectively use their professions.

The implications arising from this staffing situation are that LGAs capacity to use the collected revenues plus financial grants from central government is reduced (Liviga,

2012). Staffing is a problem in terms of numbers and skills as well as experience. As a result, employees' competencies and commitment to work with LGAs are reduced. Despite the adoption of the National Strategy for Growth and Reduction in Poverty (NSGRP) which provides an operational framework for achieving the MDGs and Tanzania's Development Vision 2025 with the aim to transform Tanzania into a middle-income country (OECD, 2013), LGAs do not possess necessary administrative capacities to effectively serve their communities by fully implementation of the Millennium Development Goals 1 – 7. These Millennium development Goals want to eradicate extreme poverty and hunger, achieve universal primary education, promote gender equality and empowerment of women, reduce child mortality, improve maternal health, combat HIV/AIDS, malaria and other diseases, and ensure environment sustainability (UN-DESA, 2011).

Many employees in Tanzania LGAs are exhibiting low commitment to LGAs objectives. Employees at LGAs are seen not to whole heartedly working towards the achievement of LGAs goals. There is low involvement with their local community they are serving. Low employees commitment and involvement are caused by the government in most cases such as poor supplies on the equipment to perform tasks which has been demotivating employees and demoralize many local government staffs causing practices which affect performance (Mbogo, 2013). In addition to that, employees have been less motivated in some settings to the extent that it has made some to change and consider duties as routine exercises and not something which one needs to be undertaken based on commitment for performance results. In that case, the issues need to be addressed to assure changes and improvement in the

practices. It is expedient indeed to find out how employees competencies, commitment and working environment influence Tanzania's LGAs performance. Human Resources practices are necessary to be linked to organisational performance. Whenever Human Resource practices are not correct the organisational performance is jeopardized. This study tried to link Human resource practices and Tanzania LGAs performance.

1.4 Objectives of the Study

1.4.1 General Objectives

The general objective of this study was to identify the influence of human resource practices on the performance of Local Government Authorities in Tanzania.

1.4.2 Specific Objectives

In the light of the above general objective, the study had the following specific objectives

- i) To find out the effects of competencies of employees on the performance of Tanzania LGAs
- ii) To determine the influence of staff commitment on the performance of Tanzania LGAs
- iii) To assess the influence of employees' working environment on LGAs performance

1.4.3 Research Questions

The general research question of this study was how Human resource practices influence organisational performance of LGAs in Tanzania. Specifically the study answered the following questions:

- i) How Of Employees Competencies Affect The Performance Of Tanzania Lgas?
- i) (Ii) How Staff Commitment Influence The Performance Of Tanzania Lgas?
- ii) (Ii) How Employees' Working Environment Influence The Performance Of Tanzania Lgas?

1.5 Rationale of the Study

Theoretically, the study extends the existing knowledge of how Human Resources practices have an impact on organisational performance (Hassan and Mahmood, 2016). Thus, Tanzania LGAs are increasingly becoming reliant on employees who are competent enough to achieve LGAs objectives. How competent employees are obtained and their influence on LGAs performance is more important. The study found that, adhering to the ability, motivation and opportunity (AMO) theory increases LGAs performance.

The study has shown that recruitment on variable demands and employees development plan at all levels of LGAs employees are important ways of not only increasing employees' competencies but also motivating employees, and building organisational citizenship behaviour. The study is equally significant through the

way it highlights the influence of motivation on the performance of Tanzania LGAs. The study suggests the introduction of performance based motivation. Contrary to traditional seniority based system, the suggested performance based system will lead to the increase of both work and professional commitment. Both competencies and commitment will benefit employees as well as Tanzania LGAs in achieving the desired objectives.

The study helps policy makers on the development and implementation of HR policies that can increase employees' competencies and commitments. Therefore, those attributes of work environment which are positively influencing employee performance help to provide an input on HR policy development and implementation basing on how work environment is articulated in HR policy to influence employee performance. The study furthermore helps to provide an input in remuneration policy development and implementation as an initiative to improve employee performance. Similarly the study findings help the management of LGAs in Tanzania to get input on what work environment attributes positively influence employees commitment and hence use those attributes to improve employees' performance.

Methodologically, this study proposes that, qualitative research strategy is able to find out and get a clearer understanding on how human resource practices are linked to organisational performance. Empirical researches on the HR-P link show inconclusive results and unexplainable findings due to overemphasize on scientism (Dirpal, 2015). Thus, this study through qualitative strategy adds knowledge on studying the influence of Human resource practices on organisational performance.

1.6 Scope of the Study

The study was limited in human resource practices of Local Government Authorities in mainland Tanzania. The study covered a period of 20 years of Local government autonomy (2000 -2019). The choice was based on the fact that it is during this period the government pursued serious struggle to improve LGAs; the choice was also based on availability of data. Without interrupting other systems of Human resource development, the study categorically explored Human Resource Development activities which are specifically done in Tanzania LGAs.

1.7 Structure of the Thesis

This Thesis consists of six chapters. The chapters are organized as follows: The first chapter presents the introduction. It consists of background to the study, statement of the problem, research objectives, research questions and significance of the study. The second chapter covers the literature review of the research topic. It focuses on conceptual definitions, literature review, literature gap, and conceptual framework. The third chapter presents the methodology of the study. It covers research design, study population, sample size, sampling techniques and procedures, data collection methods, data analysis, reliability and validity, limitation of the study, ethical considerations and summary of the chapter. Chapter four consists of the findings, while chapter five consists discussion and implications of the findings. Chapter six consists conclusion and recommendations based on information from the field. Lastly are references and Appendices.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter reviews previous work done by researchers in the field of HR practices. What is known as literature review in researchers does not only provide knowledge on what has been done on area of the study but the strengths and weakness that could propel a meaningful and insightful study. This chapter has the following section altogether. The first section focuses on conceptual definitions. The second section consists of literature review and literature gap. Section three is conceptual framework, and the last section is operationalisation of the concept and variables.

2.2 Conceptual Definition

The proposed study is about the influence of Human Resource practices to LGAs organisational performance of local government authorities in Tanzania. The key concepts of the study are Human Resource Practices, organisational performance, and local government Authorities.

2.2.1 Human Resource Practices

There are several ways of defining HR practices. HR practices may be defined as all actions of employees in improving their competencies, job satisfaction. Employee's practices may take different forms such as system, process and activities (Rao, 1999). Desired Human resource practices are those that contribute to competencies, commitment, and working culture. (Rao, 1999). Likewise, Minbaeva, (2005) view HR practices as a set of practices used by organisation to manage human resources

through facilitating the development of employees' competencies and commitment towards achieving organisational goals. These aspects are specific to improve employees' knowledge, skills which are necessary to organisation performance. From these definitions, it is concluded that HR practices related to specific practices done by both employees to influence organisational performance. The contextual meaning of HR practices for this study includes all actions in terms of competencies, commitment, behaviour and organisational culture of human Resources in performing their duties.

2.2.1.1 Employee Competencies

Employees' competencies entail the ability of employees to possess necessary experience in work performance through teamwork, problem solving, planning and organising (O'riordan, 2017). Working knowledge such as critical thinking towards several tasks, understanding well of the requirements of the job and how to achieve them, self motivation, determination and persistence. Working skills including both technical skills relating to occupation, and soft skills such as communication, collaboration, professionalism, self management, critical and creative thinking. Employee competence encompasses both individual's technical and interpersonal skills necessary to the performance of Tanzania Local Government Authorities.

2.2.1.2 Employees Commitments

Employee commitment is the attachment of employee to organisation (O'riordan, 2017). The attachment may take a form of continuance, normative or affective. In all

forms, employees are interested in maintaining their membership with the organisation. In this study, commitment therefore is psychological state that binds an employee to an organisation. Employees with strong organisational commitment will work harder in order to contribute to the performance of LGAs. Allen and Meyer (2004) believe that strong organisational commitment causes employees to work harder in order to achieve the objectives of the organisation. An employee with high level of organisational commitment sees himself/herself as a true member of the organisation and is more likely to embrace organisation's values and beliefs and will be more tolerant of minor sources of dissatisfaction (Tolentino, 2013).

2.2.1.3 Employees' Work Environment

The term work environment is used to describe the surrounding conditions in which employees operate (Bushiri, 2015). The contextual definition of work environment for this study composed of physical conditions, such as office and working equipments. Furthermore, work environment refers to work processes and procedures. More specifically, work environment in this study is the interaction between characteristics of physical work environment and work related satisfaction with work and performance. Work environment also includes guidelines and working policies, Moreover, leadership styles and work life balance are included in work environment.

2.2.2 Organisational Performance

Organisational performance is an actual result of organisation as measured against its outputs and outcomes as per organisation's goals and objectives. Organisational

performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on asset, return on investment); (b) product market performance (sales, market share, etc.); and (c) shareholder returns (Richard, 2009). The contextual meaning of organisational performance in this study combines both LGAs financial performance (revenue collection and financial expenditure) and operational performance (improved quality service delivery in education, health, water supply and agriculture extension services).

2.2.3 Local Government Authorities

Local Government Authority is defined as a part of a government of a country operating at local level, exercising specific powers within a defined jurisdiction (Warioba, 1999). These legal administrative entities are formed with the aim of delivering local and communal public services in a particular geography, whose decision making body is acceded through free elections and that has administrative and financial autonomy (Warioba, 1999). The contextual meaning of LGAs in this study includes City Councils, Municipal Councils, Town Councils and District Councils in Tanzania mainland. These councils are grouped into Urban authorities which consist of City council, Municipal councils, and Town councils. On the other hand, rural authorities consist of only District council. Their different arise from their statutory fuctions as they were spelt out by Urban authorities Act No.8 of 1982, and District authorities Act No. 7 of 1982.

2.3 Literature Review

2.3.1 The Resource-Based View theory

The Resource based view (RBV) is one of the works of Penrose (1959) in her theory of the Growth of the Firm. The major concern of the RBV is on how to capture the organisation's important resources that rely on human resources (Barney, 2001). The Resource-Based view assumes that HR delivers significant values that may seem difficult to be adopted by other competitors. (Liu *et al.*, 2010).

The Resource based view emphasizes on internal capabilities within organisations. Abilities of Human resources that are very difficult to be imitated by the competitors (Resource based view, 2018). This theory provides that employees' innovation has influence on the performance of LGAs. The RBV therefore helps the study to include innovation among the important constructs of employees' competencies. Employees are often judged on how well they perform based on individual innovation competence (Hero, Lindfors, & Taatila, 2017).

Empirical studies of organisation performance using Resource Based View theory have found differences not only between organisations in the same business (Hansen & Wemerfelt, 1989), but also within narrower confines of groups within business (Cool & Schendel, 1988). This suggests that, the effects of individual, firm-specific resources on performance can be significant (Mahoney & Pandian, 2001). Wade and Hulland (2004) defined resources as assets and capabilities that are available and useful in detecting and responding to market opportunities or threats. Assets and capabilities therefore, define the set of resources available to the organisation. Assets

can be anything tangible or intangible the organisation uses in increasing performance, whereas capabilities are repeatable patterns of actions in the use of assets to increase performance.

The Resource –Based view theory reflects on the actual environment of Tanzania LGAs. This is the case due to the fact that, the theory has become influential in the management fields such as strategic setting towards organisational performance. The theory provides valuable way for LGAs to think about how assets and capabilities inherent in LGAs relate to organisational strategy and performance. The theory therefore, provides a cogent framework to evaluate the strategic value of LGAs. However, the theory is not ideally suited to studying LGAs, instead it forms part of a complex chain of assets and capabilities that may lead to the performance of LGAs.

2.3.2 The Human Capital Theory

The Human Capital theory can trace its roots to Schultz (1961) who argued that Human capital is the stock of competencies, knowledge, experience, social and personal attributes including creativity and innovation, embodied in the ability to perform work so as to produce economic value (Shultz, 1961). Additionally, Thomas *et al.*, (2013) defined Human Capital as the people, their performance and their potential in the organisation. The inclusion of the term potential is important as it indicates that employees can develop their skill and abilities over time (Mc Cracken *et al.*, 2017).

Human capital theory therefore, emphasizes the contributions of employees' knowledge, skills, experiences towards bringing LGAs organisational

performance. Working knowledge such as critical thinking towards several tasks, understanding well of the requirements of the job and how to achieve them, self motivation, determination and persistence. Working skills including both technical skills relating to occupation, and soft skills such as communication, collaboration, professionalism, self management, critical and creative thinking. A major strength of Human capital theory is that, it helps the study assess the relationship between employees' competencies. Competencies that include all the related knowledge, skills, abilities, experiences, and innovation that make employees to become more productive and lead into LGAs performance.

Human Capital is the possession of knowledge, applied experience, organisational technology, customer relationships and professional skills that provides organisations with a competitive advantage (Edvinsson, 1997). Sydler, Haeffliger, and Prukša (2014) argue that, there are different interpretation of Intellectual capital which is formed from a combination of Human, Social, and Structural capital. There are intellectual materials that have been formalised, captured, and leveraged to produce higher valued assets. On the other hand, Intellectual capital are knowledge flows through resource and development. Taken together, intellectual capital refers to the ability of the organisation to leverage the knowledge resources embedded within the organisation human, social, and structural capital in order to give the organisation a knowledge advantage.

Human Capital plays a big role in the creation of knowledge capital of the organisation. Working knowledge such as critical thinking towards several tasks,

understanding well of the requirements of the the job and how to achieve them, self motivation, determination and persistence. Working skills including both technical skills relating to occupation, and soft skills such as communication, collaboration, professionalism, self management, critical and creative thinking. Human capital can also interact with structural capital. However, when human capital, social capital and structural capital combine to form Intellectual capital, there can be strategic differences in how the various forms of capital are developed. In this case, it is imperative that management can measure the various intraction between the different capitals. Human capital builds up a theoretical base for employees training and development.

2.3.3 The Expectancy Theory

Expectancy theory was developed by a prominent psychologist Vroom in 1964. Vroom had an assumption that, people join organisation with four different expectations. The expectations according to Vroom (1964) are employees needs, employees choice of organisation, employees need something from the organisation, and lastly is employee join organisation after choosing from among different entities, and found that, the organisation will increase their personal outcomes assumptions (Vroom, 1964).

Vroom (1964) found that, individual emolyees and their teams' performance mostly rely on the level of their commitments to organisations. Committed employees tend to increase the level of their working personalities, work experience and abilities to

perform their duties. In order for employees to attain a high level of organisational commitment, expected variables such as necessary resources, instrumentality and transparency are necessary (Vroom, 1964). The importance on the employees' expected outcome of their work is really very crucial in this stage. Employees need to know how much are they going to receive as rewards of their work.

Expectancy theory helps this study to understand a work situation where employees in LGAs are motivated. Furthermore, it helps in understanding major constructs of motivation in Tanzania LGAs. To assess how compensation, promotion, and recognition may impact on employees' behaviour towards their performance and LGAs performance.

2.4 Empirical Literature Review

It has been revealed from the literature review that a number of HR theories have been used to explain employees' competencies, motivation, commitment and organisational performance culture (Byremo, 2015). These constructs are obtained through various processes of recruitment and selection, training and development, compensation, performance management, and work environment. Empirical literature was reviewed in this section are arranged in linear progress from searching employees, developing, and compensating them, to managing their performance and improving employees' work environment.

2.4.1 Recruitment and Selection

Recruitment as a process, intends to search competent employees who are interested to work in various posts within the organisation. Selection on the other hand is how the organisation chooses the right applicants to fill in the vacancies within the organisation. The applicants selection is based on how the applicants best fit the required skills of the job, Furthermore, selection considers the desired working environment in which employees are going to work (Karthiga *et al.*, 2015). The work of Karthiga, *et al.*, (2015) was largely concerned with understanding the recruitment and selection process in organisation in India. The study used questionnaires to collect data from respondents. Using one way ANOVA, Chi Square, and Correlation, the study found how recruitment is done, and the way selection is performed to get the right employees in organisation have a great impact on organisation performance. As such, their study recommended that, the process of acquiring new employees to work in organisation need to match with the important requirements to achieve organisational performance. However, the empirical study differs with the current study in terms of methodological issues. But some issues acquiring new employees to work in organisation need to match with the important requirements to achieve organisational performance are picked for further investigation by the current study.

Tizhe–Oaya (2017) examined the recruitment and selection strategy on the employee performance in the real sector using descriptive survey research design in Nigeria. The study revealed that the use of recruitment agency and internal employee recommendation in the recruitment/selection process enables organisation to recruit

committed and productive employees while the recruitment through the influence of employees that will converge to form the overall performance of the organisation. The study recommended that, while recruiting the employees, organisations have to devise a strategy to carefully recruit the most suitable employees because they create the competitive advantage for the organisations. The study has a merit on the grounds that, the use of employment agents and employee referral are mostly useful mode for recruiting potential employees (Adeyemi, 2015). Recruitment on variable demands is taken for further testing by the current study.

Mustapha, *et al.*, (2013) examined the impacts of well planned recruitment and selection process on corporate performance in Nigerian Banking Industry. The study used questionnaire data collection method because it was quantitative designed. Data were analysed using regression analysis. The main findings revealed that there is a significant relationship between recruitment and selection based on merit and organisational performance. The main conclusion was that, to achieve individual development and building a strong firm, organisations must adopt recruitment policies that are internally consistent and which are also consistent with the objectives of the organisation and the expectations of the larger society (Mustapha, 2013). The difference with the current study is data collection methods where as the current study did not use questionnaires, instead it used semi structured interview and Focus group discussions. Despite the difference, competence variable in recruitment is taken for further testing by the current study.

Karia, *et al.*, (2017) examined the influence of recruitment and selection on performance of public water utilities in Tanzania. The method used to collect data was questionnaires. The methods used to analyze data were correlation and description. The study found that public water utilities in Tanzania have suffered great loss because of undue processes of recruitment and selection. The implication of the main findings was low performance of public water utilities in Tanzania. The study concluded that public institutions need careful times to develop the best strategy on recruitment and selection of public employees (Karia, 2017). Their findings help to build a better understanding of the importance of best recruitment to organisational performance. The study was done in a small institution with a study population of 1355 employees, and a sample of 417 employees out of the targeted. Thus, it may be difficult to generalize the results to a large organisation like LGAs in Tanzania. However, best recruitment increases employees competence which is a variable taken for further evaluation by the current study.

2.4.2 Training and Development

Training and development is a process of adding value to organisation's employees. The value is added through improving employees' abilities of performing their duties. Employees training has a great influence in employee's working behaviour (Imna and Hassan, 2015). In-house training and career development have a high tendency to positively influence organisations in achieving their objectives and goals (Imna and Hassan, 2015). Using regression analysis in studying the influence of training in Maldives industry, Imna and Hassan (2015) found that, employee training and development have a positive influence on both employees and

organisational performance. Their study recommended that in order to have high impact on organisational performance, training and development should be linked with career development (Imna and Hassan, 2015). Since the data for their study were mainly based on Male' city only the research findings may not represent other retail industries across Maldives. There is a great need to undertake another study that will increase research coverage by extending the study in other industries, and including other factors that may have influence on employees' advancement. In addition, their study used convenience sampling to select research participants which may not be representative of the Maldives population working in the retail industry. The use of other forms of sampling such as random sampling may provide more reliable results based on a more representative to the population. However, linking training and development with career development is important issue from the empirical study which is picked for further assessment by the current study.

Githinji (2014) studied the effects of employee training and development on organisational performance. The study used questionnaires to collect data from the field. The method used to analyze data was correlation analysis. The study found that, employees' training has a great influence on organisational performance. It was found that, employee training increases employees' job satisfaction and commitment to their duties and organisations. It is through employee training working abilities and behaviour positively change. Furthermore, the study found that, employee training and development increase the level of employees' motivation. From the findings, it was further recommended that, employee training should consider in imparting necessary skills related to achieving organisation objectives and goals. The

study has methodological weakness because of using a survey research design, and only questionnaire method of data collection was adopted. Despite the methodological weakness, variables of working abilities, working behaviour and motivation are taken for further evaluation by the current study.

2.4.3 Compensation

Hameed *et al.*, (2014) conducted a study on the influence of compensation on employee performance in banking sector of Pakistan. The study used questionnaires to collect data from the field because the study adopted quantitative research approach. Data analysis was done using correlation, regression and descriptive analysis. The study found that, employee's compensation has a positive influence on employee job satisfaction, commitment and performance. The study recommended that variables such as salary, rewards and indirect compensation should be given high priority because they play important role on employees' performance. Despite the strong methodologies used in the study, it is limited in the banking sector of Punjab. Moreover, the study excludes many variables of compensation, such as performance based pay. Compensation in Tanzania LGAs will have a motivational effect if LGAs will introduce a good system and structure of employee's compensation, because the compensation structure is vital to enhancing organisational performance (Hewitt, 2009). Despite the difference with current study, employee's compensation, employee job satisfaction, commitment and performance are issues picked from the empirical study for further investigation by the current study.

Njoroge and Kwasira, (2015) conducted a study on Influence of Compensation and Reward on Performance of Employees at Nukuru County Government in Kenya.

Using a descriptive research design, Their study found that, once the organisation adopt a good pay structure, employees will work hard towards organisation performance. Reliable compesation structure increases the level of employee job satisfaction and commitment towards the organisation (Njoroge and Kwasira, 2015).The study recommended that, in order for employees in the organisation to become more productive, good compensation policy should be in place. However, the research coverage could be extended by assessing the effect of other motivational strategies on employees' performance. Furthermore, the study used convenience sampling to select research participants which may not be representative of the population of the study. The use of other forms of sampling such as random sampling may provide more reliable results basing on its representativeness to the population. Despite the point of departure with the current study, reliable compesation structure, level of employee job satisfaction and commitment towards the organisation are issues picked from the empirical study for further evaluation by the current study.

Mbogo (2013) conducted a study on the impact of motivation on performance of Tanzania civil servants.. The study used questionnaires to collect data from Ilala municipalities in Dar es salaam. The study found that good wages, bonus and non material motivation have a postive influence to the performance of Tanzania civil servants. The implication of the study is that, highly motivated employees are more encouraged to increase their performance. The study recommended that in order organisations to perform better, there is a great need to motivate employees through compensation. The study emphasized that bonus and reward are the same in motivation types because all employees like to be rewarded (Mbogo, 2013).

However, the sample of 30 respondents in this study was very small to generalize the findings to be applied in Tanzania LGAs. Despite the difference in sample size with the current study, issues of employee job satisfaction and commitment towards the organisation are taken for further evaluation by the current study. Highly motivated employees and increase of employees performance are issues picked from the empirical study for further assessment by the current study.

2.4.4 Performance Management

Performance appraisal is a process of evaluating employees' performance. The main aim of performance appraisal is to measure employee's attainment of important job tasks bestowed to him or her. The evaluation helps to identify employee's strength and weakness, and use it for rewarding good achievers, or developing under achievers. Prasad (2007) studied the influence of employee performance appraisal on organisational performance. The study used questionnaires as the main instrument of data collection. Correlation method was used to analyze data. The study found that, performance appraisal is the process of setting goals, reviewing the achievement towards the set goals, providing feedback to employees on how they have achieved the goals, rewarding or coaching employees towards effective performance. The process therefore intends to improve the performance of employees in organisations. The study concluded that, the performance improvement is supported by either rewards and promotions or employee development. (Armstrong, 2006). Park and Noh (2001) argued that, performance appraisal is an important process which enables organisations to obtain necessary information which will help managers to make several decisions on employees who are supposed to be promoted, or attend job

training. However, there has been a great realization on appraising for promotion than appraising for training (Pareek and Rao, 2006). Currently many organisations prefer performance management to performance appraisal. The former is proactive performance management, while the latter is reactive performance management. Proactive performance management is very useful to monitor employees progress on daily basis, leaving aside the mid year and annual appraisal. Proactive performance management is more useful following the increased competitive nature of the economy and rapid changes in the external environment (Nayab and Richter, 2016).

Iqbal, *et al.*, (2013) found that, if Performance management is effectively used, employees will be able to know their daily performance. Management on the other hand will obtain information on what lacks on the part of their employees, and design a reliable method of coaching and counselling them towards effectively performance (Iqbal *et al.*, 2013). The study recommended that for organisation to perform better, they have to design a well defined performance management. However, the study did not take into consideration other variables such as employee engagement in decision making, management leadership styles, and availability of resources necessary to achieve the set goals.

Sajuyigbe *et al.*, (2017) studied the influence of performance management in Nigeria, using correlation analysis; the study found that, performance management has a great influence on both employees and organisation performance. For organisations to increase their performance, they need to be objective and realistic in goal setting, adhere to providing regular feedback to employees and provide career training

whenever there training gaps are identified (Sajuyigbe, 2017). On the other hand, Jumbe (2017) studied the influence of performance management on employees' performance. Using a case study design, using both simple random and purposive sampling in Dar es salaam immigration office, the study found that performance appraisal is important on effective service delivery. However, the study noted that performance appraisal is partially done in the department. The situation implied that some officers in the immigration department are not committed to service delivery particular and their organisation in general. The study recommended that, employees should be encouraged to understand the merits of performance appraisal and performance management (Jumbe, 2015). However, the above studies have undermined the importance of performance management. Performance management will enable organisation perform better, because performance management is a process, supple, strategic tool, holistic, qualitative and prospective aspects as opposed to performance appraisal which is rigid, operational tool, conducted annually, individualistic, quantitative, and retrospective aspects.

2.4.5 Work Environment

Employees' work environment includes physical and social factors that may affect the performance of employees in organisations. Physical work environment include office buildings, vehicles and funds. While social work environment may include personalities of employees, organisation behaviour, and leadership styles (Nanzushi, 2015). Employees' work environment has a great impact on employee behaviour in

the work place. The behaviour which may either improve employee working behaviour or decrease employee working behaviour (Leblebici, 2012).

Enu- Kwasi and Koomson, (2014) examined the rate of employee retention in organisation. Using correlation analysis, the study found that communication and justice and fairness contributed to employee retention but at a moderate rate. The study recommended that employees and branch managers of Ghana commercial banks in Kumasi should cooperate and review the existing policies that will influence communication and justice and fairness in order to improve retention. On the other hand, Kwenin (2013) found that conducive work environment in Vodafone Ghana limited has great impact on employees to stay the organisation. He commended a friendly environment should be provided at the workplace to enable workers become more satisfied to remain in the organisation (Kwenin, 2013). However, the study did not explicitly explain the nature of environment which are more favourable to employees stay with the organisation. Furthermore, the study used Chi-square analysis, the method which may not be useful in studying large and heterogeneity population like LGAs in Tanzania.

Bushiri (2015) studied the influence of work environment on the performance of employees. Studying the Institute of Finance in Dar es Salaam region, the study found that more flexible working environment, job rotation and supervisor's interpersonal relationship with subordinates, increase employee's performance. The study recommended the importance of conveying periodic meetings with employees to exchange their ideas and feelings to management. Communication between

employees and managers serve as a motivating factors to employees. However, to make more robust communication, management has to design a fruitful methods to elaborate and inculcate the core values and goals of the organisation, and what are expected from the employees. While designing the best way of delivering organisation mission, managers should at first ensure employees enjoy working with the organisation and serve as a motivating factor to the employees. Management depends on employees to achieve organisation goals, being the case, managers have to create conducive working environment where employees will adopt normative and continuance commitment to the organisation (Bushiri, 2015).

However, the study assumes some variables are measurable, while they are not always accessible. Variables like how employee feel, have pride and reaching their potential cannot be measured, but they rest on the ontological stand of the researcher. It is the opinion of this study that this raises a need for conducting more research in different organisational settings in finding out specific environmental factors that influence employee performance on Tanzania LGAs settings. However, employees commitment to organisation is taken for firther assessment by the current study.

Osemeke (2012) assessed whether human resource management practices suh as recruitment and seletion, staff appraisal, compensation, training and development practices influence organisational performance. The study used questionnaires to collect data, and finally a T-test technique was used to examine the relationship between the selected Human Resources practices and organisational performance. The main findings of the study revealed that, there exists a positive

relationship between Human resource practices and organisation's performance. The study concluded that, organisation's Human Resources policy, effective recruitment and selection practices, as well as effective performance appraisal practices are upheld. The empirical study is related with the current study because the Human resource practices from this empirical study raise issues of employees' competencies and commitment which are the main variables taken for further testing by the current study.

Wright and Kehoe (2008) provides a more detailed analysis of the link between HR practices and organisational commitment. The study examined a new conceptualizations of HR – performance relationship. The study analyzed various literatures on HR – performance relationship. The study found that, three basic themes emerge from much of the literatures tying HR practices to organisational commitment. First is the affective organisational commitment. Affective commitment is reflected in a desire to see the organisation succeed in its goals and a feeling of proud at being part of the organisation. The second category they identified is continuance commitment. Continuance commitment is not necessary indefinite but instead implies the expected duration of the association (Wright & Kehoe, 2008). Motivation outcomes include both the willingness to exert efforts in support of the target and persistence in maintaining that efforts overtime. The third category they identified is normative commitment. Normatively committed employees feel that leaving their organisation would have disastrous consequences. Employees feel that in leaving the organisation, they would create a void in knowledge, which subsequently increase the pressure on their colleagues.

The main conclusion made by this empirical study is that, the importance of employee commitment to organisations is highly influence the duration that employees remain with organisations. The recommendation made is that, organisations should recognize each type of commitment in employees, and to aim to encourage affective commitment. This empirical study relates with the current study because commitment is taken as a variable for further testing by the current study. Motivation which seek to elicit task –related behaviour, and opportunities to participate in substantive decision making regarding work and organisational outcomes are issues picked for further investigation by the current study.

Snape and Radman (2010) examined the relationship between HRM practices, conceptualized at the work place level, and individual employee attitudes and behaviour. The empirical study focused on two possible explanations for the relationship. These were social exchange and job influence. A questionnaire method was used to collect data from representative of the main employers in North –East England. Chi – square technique was used to analyze data. The main findings of the study suggest that HRM practices has a positive association with compliance, mediated by perceived job influence. This implies that, such practices are seen by employees as demonstrating that organisation is concerned about employees welfare and value their contributions. The main conclusion of the study is that, employees' attitudes and behaviour are important for management. These effects are transmitted through perceived job influence and discreation. The study recommended that, managers need to think beyond providing HRM practices aimed at providing benefits

and support, and should consider the effect of such practices on the degree of influencing employees may exert in their daily work. The empirical study is related with the current study because issues of employees competencies, commitments, and opportunities of involvement in work place are among the central issues in the current study.

2.5 Synthesis of Literature Review

The review of various studies conducted on HRM practices shows that there are several Human Resources practices that influence organisational performance. The literature review has to show that, it is very crucial for organisations to assure human resources as a social capital (Barney, 1991). Moreover Human Resources should possess necessary attributes in terms of skills, knowledge, experience, social and personal attributes necessary for organisational performance (Shultz, 1961; McCracken *et al.*, 2017). Organisations which implement these attributes will manage to increase their performance. The increase in performance level will in turn increase employees job satisfaction and productivity.

However, there is a point of departure from the empirical studies. The studies were carried out through quantitative research strategy which shows inconclusive results and unexplainable findings due to overemphasize on scientism. According to Dirpal (2015) quantitative research strategy does not sufficiently explain how HR practices are linked to organisational performance. Through qualitative method, this study intended to find out Human Resources practices in terms of what employees are doing towards achieving organisational goals. Table 2.1 Summary of empirical literature review is attached as Appendix I.

2.6 Literature Review Gap

The empirical review on Human Resource -Performance link provides the deep insight of the work done by Scholars on various aspects of HR practices in organisational performance. Human resource practices like recruitment and selection, training and development, compensation, management appraisal and work environment are considered as independent variables. The findings suggested that the practices or their close versions seemed to have applicability in Tanzania LGAs. However, empirical studies anchored deep on the role of Human Resource Managers than studying the role of Human Resources in terms of what employees are doing towards achieving organisational goals. Furthermore, the previous empirical studies were measured by using ranking scale and the use of correlation, regression and descriptive analysis. Only scanty studies have been taken up to know the influence of HR practices using qualitative research strategy.

There is still exists a theoretical gap on the effects of employees' competencies, commitment and work environment. These three constructs have not been well studied. Empirical studies do not clearly show how employee competencies, commitment and work environment have impact on LGAs performance. Empirical literature review on Human resource practices suggested that recruitment of right staff, training them and providing motivation increase employees competencies and organisational commitment, and therefore they are relevant to most organisations. The adoption employees' competencies, commitment and work environment in most organisations have improved organisational performance. This found support from

empirical studies linking HRM activities and organisational performance. Therefore, LGAs in Tanzania also need to incorporate such competencies, commitment and conducive work environment.

According to Dirpal (2015) quantitative research strategy does not sufficiently explain how HR practices are linked to organisational performance. The empirical literature review show inconclusive results and unexplainable findings due to overemphasize on scientism. This qualitative research is able to explain how employees' practices have an influence on organisational performance. In other way, the present study, as the researcher visualizes, will not only be intellectually arousing for academics but will also prove considerable to the different stakeholders in providing a comprehensive explanation on how HR practices influence the performance of Tanzania LGAs.

2.7 Conceptual Framework

Independent variable **Dependent variable**

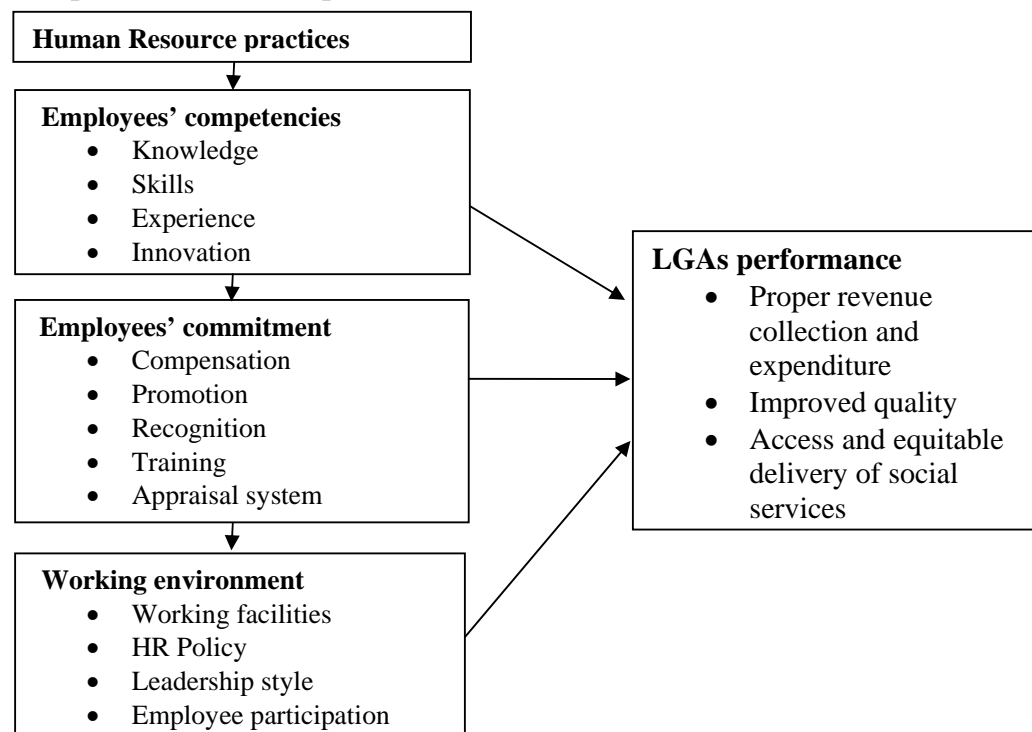


Figure 2.1: Conceptual framework

Source: Developed from literature review by author (2018)

2.7.1 Explanation of Variables from Conceptual Framework

LGAs organisational performance is viewed as a product of employee performance which is shaped by employees' practices. Independent variables are coming from the Human capital theory and expectancy theory. Where knowledge, skills, experience and innovation are constructs of employee's competencies. Compensation, promotion and recognition and favourable working environment are constructs of employee's expectancy. Combined together, the constructs have greater influence on LGAs performance in terms of proper revenue collection and expenditure, and improved quality of access and equitable delivery of social services.

Employees' competencies: Employees' knowledge, skills, innovation and experience to efficiently and effectively perform their duties within LGAs in Tanzania. These attributes are observed in terms of how HR practices are viewed from two perspectives of professional and interpersonal skills to deal with local communities. Professionalism is seen in ways employees at LGAs possess necessary knowledge, skills and experience in diligently performing their duties in their LGAs. Interpersonal skills on the other hand is seen in the manner employees at LGAs have ability to best interact with local communities and local politicians without losing the LGAs objectives, mission, and finally the vision of LGAs.

Employees' commitment: Employee commitment is the attachment of employee to the organisation. The attachment may take a form of continuance, normative or affective. In all forms, employees are interested in maintaining their membership with the LGAs. In this study, commitment therefore is psychological state that binds an employee to LGAs. Employees with strong organisational commitment will work harder in order to contribute to the performance of LGAs.

Employees' commitment is built through motivation. Motivating factors are compensation, promotion, recognition and training in their respective Councils. These are actions that influence employees' working behaviour towards achieving LGAs goals. Employees try to work hard towards organisational performance is an outcome of employees' job satisfactions and commitment to their job and LGAs. Finally, how long employee can maintain efforts in the work will depend on employee's intensity, direction, and persistence of efforts to work result into employee's working commitment to LGAs.

Employees' work environment: Employees opportunity to effectively and efficiently work in LGAs environment. Work environment is therefore observed in terms of physical working environment such as having necessary working facilities such as office accommodation, necessary working tools, timely and enough funds necessary to increase employee's performance at LGAs. Socio-political work environment on the other hand is seen how employees at LGAs are given opportunity

to use their professional in the midst of challenging political and social demands without losing a sense of employees' professional requirements.

Local Government performance: LGAs performance consists of two areas namely: Financial performance, and social service delivery(Richard, 2009). Because LGAs comprises employees, therefore, employees' goal is defined in terms of an organisational Key Performance Indicators (KPI) to ensure that, what the employee is doing is well aligned with the goals of the organisation. Organisational KPI are critical link between employee performance and organisational success. (McQuerrey L. , 2018).

LGAs financial performance is measured by the extent that employees are achieving the LGAs outputs in terms of financial performance such as revenue collection and financial expenditure.

Where as LGAs operational performance is linked to overall goals of LGAs in delivery of quality social services. How Local Government Authorities timely deliver social services, and improve quality, access and equitable delivery of public services such as education, health, water supply and agriculture extension services.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter describes the research design and research methods which were used to collect and analyze the data for the study. The chapter consists of eight sections altogether. Section one is the research philosophy, section two is research design, section three is the study population, section four is sample size, sampling techniques and procedures, section five is operationalisation of variables, section six is data collection methods, section seven is data analysis and section eight is chapter summary and ethical considerations.

3.2 Research Philosophy and Strategies

3.2.1 Research Philosophy

Research philosophy as the development of the research background, research knowledge, and its nature (Saunders, *et al.*, 2016). For a researcher, understanding philosophical issues is a key to identify research problems and accordingly create

research design (Easterby-Smith *et al.*, 2004). Thus, it is important to acknowledge the concepts of how knowledge is generated, how to conduct research and interpret the world knowledge. According to Saunders *et al.*, (2015), three main philosophical issues appear to be significant for any research. These are ontology, epistemology and axiology.

3.2.1.1 Ontology

Ontology as a branch of philosophy deals with the nature of knowledge. Ontological issues are whether social entities can and should be considered objective entities that have a reality external to social actors, or whether they can and should be regarded as social constructions built up from the perceptions and actions of social actors (Bryman, 2008). Bryman (2008) highlights two critical concepts of ontology which have been widely studied: objectivism and constructivism/subjectivism. According to Bryman (2008) objectivism perceives social phenomena as external entities. On the other hand, constructivism views social phenomena as influenced and socially constructed by social actors (Bryman, 2008).

3.2.1.2 Epistemology

Oxford dictionary defines epistemology as the theory of knowledge, particularly regarding its methods, validity, and scope, and the distinction between justified belief and opinion. Easterby-Smith, *et al.*, (2012) describe epistemology as the excellent way to investigate the nature of the knowledge. Based on these two definitions, it is suggested that the researcher should have a clear understanding of his or her assumptions regarding what is knowledge and what methods to use to acquire it.

Therefore, before deciding how to conduct and design research, the researcher should think of the concepts of how to generate knowledge.

Epistemology helps the researcher to understand how knowledge is generated and what knowledge is acceptable in a field. According to Easterby-Smith, *et al.*, (2012) there are about three types of paradigm to understand how knowledge is generated. These are positivism, interpretive, and realism. The positivist approach requires that only acceptable knowledge come from direct observable and quantifiable variables (Easterby-Smith *et al.*, 2012). Studies adopt positivist approach are often designed as quantitative research uses existent theory to test the newly developed hypothesis with a sample and confirm the generalization of the theory. With this philosophical approach, researcher must adopt the natural sciences approach to access to knowledge in the social world and researcher must be independent of variables of the study (Saunders *et al.*, 2016). Opposite to positivist approach, is the interpretive approach that criticizes the usefulness of natural science approach to generate knowledge in a complex social world.

According to the interpretive approach, the study of the social world requires a different research procedure (than the natural scientists) that captures the subjective meanings of social action (Bryman, 2008). The interpretive approach gives importance to researcher's beliefs and value to give adequate justification for a research problem (Easterby-Smith *et al.*, 2012). Another prominent critic of this approach is that empirical generalization is not required because of the complex nature of the subject (Saunders *et al.*, 2016). Therefore, interpretive studies are

generally designed as qualitative studies and use the relatively small sample to have an in-depth understanding of the research questions.

Another critical research paradigm is realism, which is an alternative philosophical approach to social studies (Denzin and Lincoln, 2000). Realism teaches that the social world external to individual cognition is a real world made up of hard; tangible and relatively immutable structures which, whether we can perceive them or not, exists as empirical entities. Realism is often seen between the two philosophical perspectives of positivism and interpretive approach. Realism aims to combine positivism and interpretive approach epistemological perspectives by incorporating elements of both (Saunders *et al.*, 2016). According to Bryman, (2008), realism has two commons with positivism: (1) a belief that the natural and the social sciences can and should apply the same kinds of approaches to the collection of data and explanation; and (2) a commitment to the view that there is an external reality to which scientists direct their attention. Realists support the notion that it is best to use the most appropriate method according to the purpose of the research, and it makes sense to employ a variety of research methods and triangulate the data, with a view to compensating for the weaknesses of a single method (Wass and Wells, 1994).

3.2.1.3 Axiology

The axiology determines the aim of the research. Axiology is concerned with the impact of the values of a researcher in the whole research process (Saunders *et al.*, 2016). It leads to the questioning of whether it is the explanation and prediction of the world researcher wants to discover or whether it is in search of having to

understand the world. Axiology is the study of values and how those values come about in a society (Saundares, *et al.*, 2016). Axiology seeks to understand the nature of values and value judgments of the research. It is closely related to two other realms of philosophy: ethics and aesthetics. Ethics is concerned with goodness, trying to understand what good is the research and what it means to be good. Aesthetics is concerned with beauty and harmony of the study, trying to understand beauty and what it means or how it is defined (Saundares, *et al.*, 2016). Axiology is a necessary component of a research, because one must use concepts of worth to define goodness or beauty, and therefore one must understand what is valuable and why. Understanding values helps us to determine motives behind the study.

This study is on the influence of Human Resources practices on performance of LGAs in Tanzania. The primary aim of this study is to inquire into nature and type of HR practices existing in Tanzania LGAs and their influence on organisational performance. The study therefore, adopted interpretivism research philosophy. The study intended to assess the findings of the qualitative study and conclude the influence of HR practices on LGAs performance. Data gathered from a qualitative interview led the research to be purely inductive.

3.2.1.4 Justification of the Research Philosophy

This study addressed three important research questions of what, how and why HR practices influence LGAs performance. Due to the nature of these questions, explanatory approach was adopted. The study therefore adopted interpretive research philosophy because of inter-subjective epistemology and the ontological belief that

Human Resources practices are socially constructed. According to Willis (1995) interpretive philosophy believes that there is no single correct route or particular method to knowledge. Mason (2009) suggests the use of interpretive philosophy as the approach sees not only the people as source of primary data but also seeks their perceptions or the insider view rather than opposing an outsider view.

Four major types of qualitative research design are the most commonly used. They are: - phenomenology, ethnography, grounded theory, and case study. Simon, (2011) defines a case study broadly as that process of conducting systematic, critical inquiry into a phenomenon of choice and generating understanding to contribute to cumulative public knowledge of the topic. The primary purpose for choosing a case study was to explore on the human resource practices and the performance of LGAs in Tanzania. This study was typically qualitative resulting in a narrative description of Human Resources' knowledge, experience and behaviour with the emphasis in explanatory and description of Human practices of Tanzania LGAs.

3.2.2 Research Design

This study adopted a qualitative descriptive research designs because employees' practices were described in terms of the participants' views on how Human Resources influence the performance of Tanzania LGAs. The choice was appropriately adopted basing on the research questions and objectives. This choice was in line with Saunders *et al.*, (2009) who argue that an appropriate research strategy should be selected basing on the research questions and objectives, the extent of existing knowledge on the subject area, the philosophical underpinnings

and the amount of time and resources available (Saunders, Lewis, & Thornhill, 2009).

3.3 Study Population

The study population for this study was 9,870 employees of LGAs. The study population included councilors, LGAs' employees, mid-level and senior management employees from Kinondoni municipal council and Mbozi district council. Kinondoni municipal council was selected because it is among the 47 urban authorities in Tanzania mainland, and it has 5,948 employees as per May, 2018 GSP. On the other hand, Mbozi district council was selected because it is among the 133 rural authorities in Tanzania mainland with 3,922 employees as per May, 2018 GSP. The two council together form a study population of 9,870 as per May, 2018 GSP. Kinondoni and Mbozi were therefore selected to maintain heterogeneity of population in rural and urban authorities. This study population has been considered suitable for the study because it consists of multiple cases which helped the researcher to get required data that sufficiently explain the HR practices and LGAs performance link. The performance according to their respective rural and urban authorities duties as they are clearly stipulated in Act No.7 Rural authorities, and Act No.8 Urban Authorities. The study areas are Appended II and III

3.4 Sample Size, Sampling Techniques and Procedures

3.4.1 Sample Size

While some experts in qualitative research avoid the topic of "how many" interviews "are enough," there is indeed variability in what is suggested as a minimum. An

extremely large number of articles, book chapters, and books recommend guidance and suggest anywhere from 5 to 50 participants as adequate (Baker & Edwards, 2012).

The current study used a sample total of 55 respondents from a population of 9,870. The sample size was purposive sampling given the fact that the study needed respondents who are competent in giving an assessment of HR practices. From this sample only 20 respondents were involved in individual interviews, while 35 respondents took place in Focus group discussions. There were 5 groups with 7 participants in each group. This sample size was taken because qualitative studies normally have small sample for practical reasons to do with the costs, time, and accessibility of data and analysing data (Mason, 2009). However, there is no scientific reason for having small sample provided that one can have access of data and help to generalize information (Saundares, Lewis, & Thornhill, 2015). Table 3.1 shows the number of selected respondents from Kinondoni and Mbozi councils.

Table 3.1: Respondents

Council	Interview Respondents	FGDs Participants	Number of FGDs
Kinondoni	10	21	3
Mbozi	10	14	2
Total	20	35	5

Source: Researcher 2019

3.4.2 Sampling Techniques and Procedures

The purposive sampling was carried out in a two stage sampling design, a sample of primary units was selected from urban and rural authorities and then a sample of secondary units was selected within each primary unit. Sample of primary units was not statistically representative, but the characteristics of rural and urban population were used as the basis of selection. Mason (2002) argued that, the sample units are chosen because they have particular features which enable detailed exploration and understanding of the central themes which the researcher wishes to study. Moreover, LeCompte and Preissle (1993) maintain that criterion based is frequently chosen with a purpose to represent a location or type in relation to key criterion. This was to ensure that all the key constituencies of relevance to the subject matter are covered. Furthermore, it was to ensure that, within each of the key criteria, some diversity was included so that the impacts of the characteristics covered were explored.

3.5 Data Collection Methods

The procedures and methods which were used to collect data in the study are primary and secondary data collection methods.

3.5.1 Primary Data Collection Methods

Primary Data is the data collected by the researcher from the field for the purpose of answering research questions. Individual interview questions and Group discussions were employed to collect data in the field.

3.5.1.1 Interview Method

Qualitative interview method was adopted through direct personal investigation where the researcher collected the information personally from the Selected respondents from the two councils. The main type of interview used was open discussion with employees. Semi structured interview questions were adopted to effectively identify the key issues and subtopics to be explored. However, the researcher had a list of themes and questions to be covered to ensure some consistency in fieldwork approach (Saunders *et al.*, 2015). The researcher probed in depth, aiming to uncover the values. This approach is known as a topic interviews which are more narrowly focused on a particular event or process, and are concerned with what happened and why (Rubin and Rubin, 1995).

To raise issues, questions were designed to open up the research territory and to identify the dimensions or issues that are relevant to participant (Content mapping questions), and to explore the detail which lies within each dimension, to access the meaning it holds for the interviewee (Content mining questions). Partly the interview guide questions have been borrowed from Dirpal (2015) on a study of human resource management and performance link. Interview guide questions are attached as Appendix V to maintain consistency during interview.

3.5.1.2 Interview Schedule And Procedure

The semi-structured interview format included questions related to themes such as what kind and nature of HR practices exist in Tanzania LGAs, and what is the influence of HR practices on organisational performance in Tanzania LGAs. These

themes were developed after carefully considering research aims, and relevant literatures on the themes. The details of these themes and questions used for conducting the semi- structured interviews are provided in Appendices V. 55 participants from Mbozi District Council and Kinondoni Municipal Council were involved in this study. However, not all heads of departments and employees were involved in the interview. The study used small number of respondents because it was convenient for the qualitative study. Table 3.2 shows the participants categories for the study.

Table 3.2: Participant categories for the study

Category of participants	Number of participants		
	Kinondoni Municipal Council	Mbozi District Council	Total
HR managers	2	2	4
Internal Auditors	1	1	2
Council Directors and Chairperson/ Mayor	1	1	2
Head of departments	2	4	6
Team and project leaders	7	7	14
Council employees	18	9	27
Total	31	24	55

Source: Researcher 2019

Before conducting interviews, the researcher piloted the interview questions with a fellow researcher and a professional who recommended some minor changes in the terminology of the questions to suit the LGAs business and cultural context. The structure of the interviews was purposely kept in a semi-structured and open-ended format to allow unexpected and emergent themes to arise (Saundares, Lewis, & Thornhill, 2015). This enabled the study to follow up questions to clarify key issues. Participants were asked to give their consent to participate in the study before the

study started to conduct the interviews. All interviews were recorded to help the study to retrieve information during data coding and transcribing.

3.5.1.3 Focus Group Discussions

Focus Group Discussions (FGDs) were used where a small but moderate group of people were led through an open discussion by a skilled moderator (Golsater *et al.*, 2011). A homogeneity groups were formed through considering members gender, age, power and clique so as to allow each group member to participate fully in the discussion. A total of 5 groups took part in focus group discussion with 7 participants who met once for a period of around an hour and a half to two hours for in each group. The study used 7 people because this is a small group which is suitable for practical reasons to do with the costs, time, and accessibility of data and analyzing data (Saundares, Lewis, & Thornhill, 2015). Three level questions guide were formed for engagement, exploration and finally exit. Focus group discussion questions are attached as Appendix VI

Participants physically met to allow the moderator performs a moderating role, and the researcher recorded the discussion while the time keeper was maintaining time to a full coverage of the themes. (Yin, 2010) Participants discussed themes of employees' abilities in terms of skills, knowledge and experience, employees' motivation, and working environment in relation to the performance of their Council. Through groups discussion, participants involved synchronous discussion, in which participants exchanged views how Human resources influence the performance of their respective councils.

3.5.2 Secondary Data Collection Method

Documentary records to a great extent constitute a reliable source of data due to the fact that information on various events occurring from time to time are normally documented for different purposes (Kothari, 2004). The study consulted necessary documents on Human resource practices that were available in the Council. Data were collected through files, annual budget reports and public records, minutes of council meetings and reports on HR practices. The target documents assisted the study to get accurate reliable data. Documentary analysis was done to obtain documentaries that assisted in showing the influence of HR practices to LGAs performance. Documentary analysis is appended VII

3.6 Data Analysis

Qualitative data analysis was done using content analysis method. The thematic data analysis served as a tool to elaborate and explain findings from qualitative field study. Braun and Clarke (2006) observed that thematic analysis is used for identifying, analyzing and reporting patterns (themes) within data; it minimally organizes and describes the data set in detail. Field data were converted into textual form by the content analysis to transcribe data.

Data analysis of the qualitative interviews and focus group discussion was done in a process consisted of five main parts of preparing the data, coding, identifying themes, data display and drawing conclusion. The thematic analysis was done adopting framework suggested by Miles *et al.*, (2014) as presented in figure 3.1

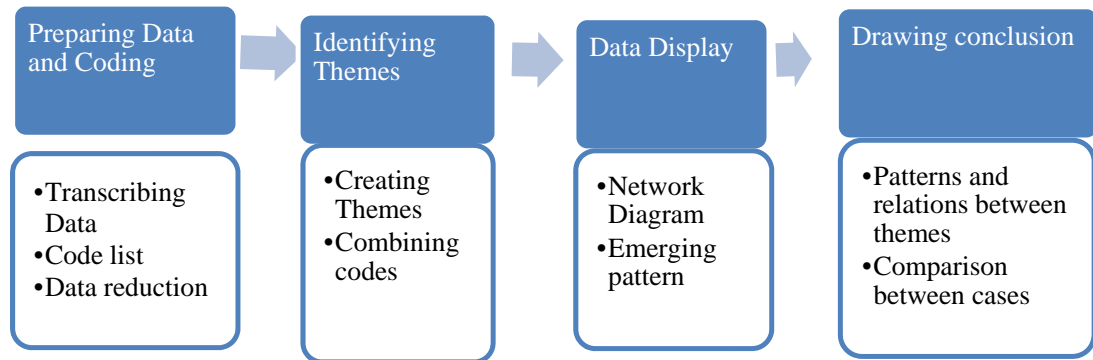


Figure 3.1: Data analysis process

Source: Modified from Miles *et al.*, 2014.

3.6.1 Preparing data

Researcher read the transcripts as a whole through a quick browse. Data were transcribed to form a code list. Intelligent verbatim transcription was preferred to get code list by reducing unnecessary data. Data preparation made the collected data to be coded by assigning numbers to replace description. The identified codes were variables for HR practice specifically those related to employees' competencies in terms of ability, skills, knowledge, innovation and experience. Other codes related to employees' commitment which resulted from compensation, promotion, recognition, and training. The identified codes related to work environment were working facilities, HR Policy, leadership style and employee participation. Data from LGAs performance were coded into economic performance and operational performance through their key performance indicators (KPI).

Data reduction refers to the process of selecting, focusing and simplifying data gathered from interview transcriptions (Miles *et. al.*, 2014). Codes enabled the

researcher to make the data more recognizable and less complicated to manage. Each interview was transcribed partially to follow a variable-oriented strategy to find themes that cut across cases (Miles *et al.*, 2014). During the transcribing process, initial thoughts and ideas were written down as it helped the researcher at the later stages of the data analysis (Miles *et al.*, 2014).

3.6.2 Identifying Themes

The second step in data analysis was to develop themes. Themes or pattern codes were explanatory or inferential codes that identify an emergent theme, configuration or explanation (Miles *et al.*, 2014). They helped researchers to reduce the data into a smaller number of analytical units, to build a cognitive map or network diagram to understand the relationships among individuals or constructs (Miles *et al.*, 2014). In the current study, the themes were developed by the emerging relationships among the preliminary codes and merging them together with themes from literature. The researcher did combine codes that have similarities and proximity to developing a theme. Two themes were developed namely the HR Practices and the LGAs performance. Table 4.3 demonstrates themes developed from the preliminary codes.

Table 3.3: Themes developed from codes

Themes	Codes	Description
Employees' competencies	Knowledge	The level of education
	Skills	Ability to perform extra duties
	Experiences	Ability to perform procedural duties
	Innovation	Ability to introduce new things in work
Employees' commitment	Compensation	Employee salaries, increments and bonus
	Promotion	Advancement of employees to high ranking
	Recognition	Acknowledging employees' efforts and accomplishment

Themes	Codes	Description
	Training	Programs which help employees learn specific knowledge to improve individual performance, to focus on employees growth
Working environment	Work facilities	Timely availability of resources
	HR policy	Formal rules and procedures in work place
	Leadership style	Democratic leadership as opposed to Autocratic and laissez-faire leadership
	Participation	Involvement in decision making as opposed to merely acting on orders
LGAs performance	Financial performance	Revenues collection and financial expenditures.
	Operational performance	Quality service delivery in education, health, water supply and agriculture extension services

Source:Field Research, 2019

3.6.3 Data Display

Data display refers to the process of organizing and presenting the coded data in a systematic format to draw conclusions and analysis (Miles *et al.*, 2014). There are several ways to data display. Among them are; Case display where display focuses on a single case that obtained from interview, focus group, and observation. Cross case display where data display can differ for their purposes. For instance, some display only focuses on describing the data and some concentrate on explaining what is happening and defining relationships (Lee and Lings, 2008).

Furthermore, data displays can be either in a matrix or network format. A researcher can choose the proper type of data display according to research objectives, and the data the researcher wants to present. For instance, one can develop a network diagram with patterns and themes from one case and look for other cases whether they fit the same pattern. Alternatively, one can find themes and variables, which

repeatedly occur across the cases. Further, the researcher can combine both approaches to display the data.

In the current study, the study used both approaches by combining and organized data in a thematic analysis network diagram based on the emerging relationships between the constructs. The major themes and codes which were identified in the study are shown in Figure 3.2.

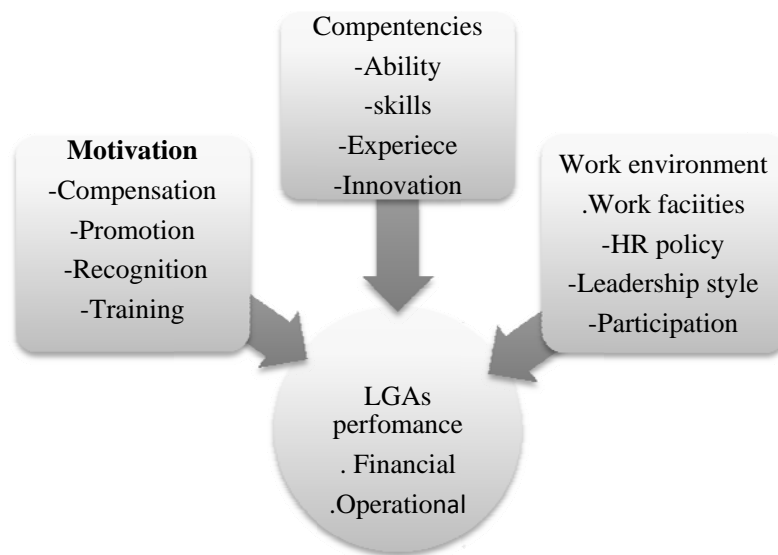


Figure 3.2: Data display network diagram of concepts highlighted in the study

Source: Researcher, 2019

3.6.4 Development of the Model

Matching the findings with literature is necessary to enhance the internal validity, general ability, and theoretical level of theory and specifically important for qualitative study with a limited case. Fundamentally, pattern matching involves the comparison of a predicted theoretical pattern with an observed empirical pattern

(Sinkovics, 2018). In this study, an analytical discussion was conducted by comparing the emergent concepts from the interviews against the existing literature. Discussion included identifying, examining and justifying commonalities and contradictions between the findings of the study and existing literature. Further, the results were compared with the wide-ranging existing literature, including HR practices and LGAs performance in Tanzania mainland.

3.7 Validity and Reliability

Validity and Reliability are very important aspects in qualitative research. In the current study conducted a pilot test the interview guide questions to ensure the comprehensiveness in providing sufficient answers from the interview participants.

3.7.1 Validity

Validity is often explained in terms of internal and external validity. The internal validity is concerned with whether the researcher investigating what was intended to investigate (Arksey and Knight, 1999). This was achieved through pre-testing the cognitive understanding of the questions by respondents who had been selected from the target group. The external validity on the other hand is concerned with the extent to which the abstract constructs generated are applicable to other groups within the population (LeCompte and Goetz, 1982). Other Scholars in qualitative paradigm have proposed some criteria to be used to ensure trustworthiness, these criteria include credibility, transferability and conformability (Moon *et al.*, 2016).

3.7.1.1 Credibility

According to Moon, *et al.*, (2016) credibility refers to the degree to which the research represents the actual meanings of the research participants, or the truth value. On the other hand, Morse *et al.*, (2002) defined credibility as related to whether the research findings capture what is really occurring in the context and whether the researcher learned what she or he intended to learn. In order to ensure credibility, the study referred to secondary information to justify that the findings are the results of the ideas and experiences of the informants. Furthermore, the study used a wide range of informants and member checks on the correctness of the information.

3.7.1.2 Transferability

Transferability refers to the degree to which the findings of a particular inquiry may have applicability in other contexts or with other subjects/respondents (Moon *et al.*, 2016). As the findings of this study are specific to two councils, the study therefore cited empirical evidence so as to demonstrate that the findings and conclusions of this study are applicable to other councils of Tanzania LGAs.

3.7.1.3 Conformability

Moon, *et al.*, (2016) referred conformability as the degree to which the findings of an inquiry are a function solely of the subjects (respondents) and conditions of the inquiry and not of the biases, interests, perspectives and motivations and so on of the inquirer. The researcher ensured that the study's findings are the result of the experiences and ideas of the informants. This was done through the use of secondary

information to justify that the findings are the results of the ideas and experiences of the informants.

3.7.2 Reliability

In addressing the issue of reliability in qualitative data, dependability which is based not on whether particular findings can be reproduced by another researcher but rather whether they are reasonable based on the data collected is achieved (Padgett, 2008). In order to ensure dependability issue is achieved in this study more directly, the processes within the study are reported in detail thereby enabling a future researcher to repeat the work if not necessarily to gain the same results (Saundares, Lewis, & Thornhill, 2015). Furthermore, the researcher reported in detail all procedures to allow the reader to assess the extent to which proper research practices have been followed. To enable the readers of the research report to develop a comprehensive understanding of the methods used and their effectiveness, the report incorporated section three which is devoted to the research design and its implementation. The research design and its implementation describe what was planned and executed on a strategic level, the operational detail of data gathering and addressing the small or precise details of what was done in the field. It also describes the reflective appraisal of the research project and evaluating the effectiveness of the process of inquiry undertaken.

3.8 Ethical Issues

In this study a request obtained a research clearance from the Open University of Tanzania before starting data collection. The study encountered the access and

ethical issues before carrying out this research as these were crucial aspects for the success of this study (Saunders, Lewis, & Thornhill, 2009). The study maintained the organisational hierarchy when accessing all official documents. The permission to access official documents was obtained from the ministry of PO-RALG, and the respective Councils' Directors. These two authority levels are the main custodians in the hierarchy of LGAs. Other ethical issues that were taken into consideration during data collection included ensuring anonymity of participants, maintaining confidentiality of data collected and using the data only for academic purposes. Also, voluntary nature of participation and the right to withdraw partially or completely from the process (Saunders, Lewis, & Thornhill, 2009).

3.9 Conclusion

This chapter discussed the methodological approach undertaken in the research. It mainly outlined methodology to the research, the method employed for data collection, the sampling methods and how the data were analysed along with ethical considerations.

CHAPTER FOUR

FINDINGS

4.1 Overview

The purpose of this chapter is to present the findings related to the objectives of the study. It deals with the research questions and in more details it looks at the responses collected from the interview and focused group discussions relating to employees competencies, commitment, working environment and the performance of Tanzania LGAs. The interview questions did specifically seek to get qualitative views or comments and these have been a valuable source of information.

4.2 Competencies of Employees

Competence is a term used in Human resources to refer employees' knowledge and skills related to job entrusted to the employee (O'riordan, 2017). Organisations may influence knowledge and skills of employees through the way in which they approach recruitment processes. This study tried to find out how employees are recruited, their competence, and how they influence the LGAs performance. Competencies of employees help individuals and teams to effectively work in LGAs. This happens where employees have increased their abilities to work in different situations and work environment. Competencies entail the ability of employees to possess necessary skills, knowledge and expertise needed by the LGAs to gain higher performance (Lufunyo, 2015).

The question covered a variety of aspects of the process, including expenditure on recruitment and crucially whether respondents perceive that the LGAs achieve their

goal of recruiting potential candidates for LGAs works. The whole process organisations do in fitting employees to the job and fitting job and tasks to the employees. HR managers who are the main players in the implementation of the recruitment and selection in LGAs councils testify the existence of skills, knowledge and competencies of Council employees. They relate that:

Guidelines are given on how to get the best employees in LGAs, there is a professional code of practice and they measure employees' commitments from their outputs. Employees are well equipped in terms of knowledge, but they go on improving them through induction training and in house training.

Box 4.1: Respondent

Moreover, other respondents who are among the main players in the implementation of the recruitment and selection in LGAs councils stated that:

Recruitment and Selection of Council employees are divided into two categories: Those recruited by the central government. In this category, there is no recruitment test done. On another hand, the low cadres are recruited by Councils. It is in this category where two tests are administered. The written interview is carried out to measure aptitude abilities of recruits, and after passing the written test, recruits are given oral interview to capture their professional efficiency

Box 4.2: Respondent

LGAs therefore, are carefully following all procedures of acquiring new recruits who will best suit the demands of respective councils. Human resources officer asserted that:

Local government authorities (LGAs) are keen in making sure that they get qualified and competence practitioners whereas first the gaps are identified by the departments concerned and taken to the human resources where verification is done by the personnel. Thereafter, criteria are set for each and every position that seeks to be filled and forwarded to the public service commission for recruitment and selection to take place and be supplied with competent candidate(s) to fill the position. With that, LGAs assures competence is achieved among the personnel through recruitment process to get qualified and skilled individuals.

Box 4.3: Respondent

Field study found that, both categories of employees in LGAs are competent in carrying out their daily duties. LGAs survival mainly rests in their employees' competencies. This is evidenced by respondent who is responsible with the council's quality assurance when he adds:

Council's employees are competent because they possess necessary skills and knowledge regarding to their respective duties. And in every six months employees are measured against their objectives. And the objectives are coming from the Council's Strategic plan. Employees who do not meet their performance targets are identified for further on job training.

Box 4.4: Respondent

It was further found that, new recruits are made familiar with the organisation. Each and every Council and the environment it operates consists of unique features and attributes which needs to be familiar to each and every employee including the new recruits to enable the total commencement of the activities. This is mostly done by fellow employees to the new recruits to make sure that they all comply with the needs and wants of the Councils for competence

purposes. In that case, the statement is well acknowledged by respondent that;

On new recruits the employees already in service usually takes initiatives to assist the new ones in exposing them to familiarity of the organization and the practices which needs to be undertaken in fostering the attainment of the organization goals and objectives for that matter. This is well embedded in most local government authorities (LGAs) for the purpose of assuring that every new recruited employee gets to be familiar with the organisation for performance outcomes

Box 4.5: Respondents

Field study found that competencies of employees are determined by knowledge level, particularly the education level of employees. Whereas skills are seen on professional key functions of LGAs. Experience on the other hand is determined in

terms of number of years employees have been working with LGAs. The findings of employees knowledge, skills and experience are summarized in Tables 4.1, 4.2 and 4.3 respectively.

Table 4.1 : Education level of of LGAs Employees

Education	Mbozi District Council		Kinondoni Municipal Council	
	Frequencies	Percentage	Frequencies	Percentage
Primary Educ.	157	3.98	78	1.31
Secondary Educ.	918	23.25	1487	25.00
Certificate	1642	41.58	1352	22.73
Diploma	637	16.13	936	15.73
Adv. Dip	13	0.51	23	0.38
Undergraduate degree	549	14.41	2021	33.97
Master's degree	6	0.15	51	0.85
PhD	0	0.00	0	0.00
Total	3922	100	5948	100

Source: Field study 2019

Table 4.2: Number of employees attended training for the period of 4 years

Financial year	Employeeattendend training in Mbozi		Employee attendend tarining in Kinondoni		Total	
	No.	%	No.	%	No.	%
2016/2017	116	2.9	201	3.1	317	3
2017/2018	132	3.2	249	4.2	379	3.7
2018/2019	153	3.9	270	4.8	422	4.3
2019/2020	161	4.1	287	5.2	448	4.7
Total	544	14.1	1011	17.3	1556	16

Source: Field study 2019

Table 4.3: Experience in number of years of employees in work with LGA

Years	Mbozi District Council		Kinondoni Municipal Council	
	Frequencies	Percentage	Frequencies	Percentage
1 - 5	1037	26.36	1197	20.22
6 - 10	1312	33.42	1820	30.59
11 - 15	739	18.81	1715	28.83
16 - 20	296	7.54	1038	17.45
21 and above	538	13.77	173	2.90
Total	3922	100	5948	100

Source: Field study 2019

The study found that employee training and development take several approaches such as: Formal training, workshops, conference, seminars, in-house or on job training. Such trainings are important in providing various knowledge and skills which are necessary for employees to possess in their job occupations.

This is well acknowledged by the respondents that;

Training among employees is the practice which is highly embedded among practitioners in LGAs because among teachers for instance they are many in schools such that they cannot all leave at once for training whenever they arise such that few usually go to represent others whereas they return from training they train their fellow employees to enhance their skills for competence. Despite that, sometimes among employees in the practices skills are different whereas some tend to possess extra ordinary skills whereas they learn and train among themselves to improve skills for competence purposes.

Box 4.6: Respondents

However, there is little innovation on the part of employees. The major factor that limits innovation is the limited resources. Both Managers and employees relate that:

Councils have limited resources like computers, vehicles and funds which reduce the capacity of employees to delivery services effectively and efficiently. With enough resources, Councils employees may immediately visit the community they serve for providing professional assistance on projects which are undertaken in community level. With soft technology like computers, and other resources such as desks and enough classrooms, teachers may provide good services in education sectors to all schools in villages

Box 4.7: HR Respondents

The study found that employee experience is eroding or declining because of the following reasons: The most important reason is the top down approach. LGAs in Tanzania are embracing the employee experience in a top down model and much focused on the needs of the government by trying how to connect new employees to the organisation, what should the new employees learn, how do LGAs make their employees productive as soon as possible. LGAs are doing all these and leaving

aside a key question of what LGAs as an entity can learn from the new employees.

This is well acknowledged by the respondents that;

The Council is very rigid to learn from its new employees, it assumes that the Council has already in possession of all worlds' knowledge.

Box 4.8: Respondents

Field study findings show that employees competencies have great impact on the performance of Tanazania LGAs. The employees know how to undertake their duties according to their job descriptions. Participants of FGDs testified that:

LGAs employees in Tanzania have been able to use their knowledge, skills, experience and innovation to perform medium and major projects comprising infrastructures of schools, Dispensaries, Health centres, Hospitals, local roads and bridges. Moreover, employees skills and knowledge help in smooth running of social services. As a result to these competencies, LGAs are capable in performing the statutory duties such as delivery of social services.

Box 4.9: Respondents

The findings show that employees competencies have increased organisational behaviour and culture of work. This has become true because of the way LGAs deliberate efforts of increasing competencies through careful recruitment, employees' training and development through seminars, workshops and indoor training or onjob training.

4.3 Employee Commitment

Commitment refers to employees fully agree and comply with LGAs objectives and strategies and work whole heartedly towards them. So high job involvement with working morale towards LGAs councils. The study found that employee commitment is a result of compensation, promotion, employee development and recognition. These constructs are equally valued as among the motivating factors for

making employees maintain continuance commitment towards their work in particular and organisation in general.

The study found that LGAs in Tanzania are trying to attain total employee commitment. The councils understand that employees deserve a fair treatment. The perception is supported by respondents that;

In the course of service delivery employees in LGAs usually expects to be appreciated and recognized as they perform well for instance once a teacher has been able to produce good grades from students in the national examinations in the subject is teaching expects something from the management at least appreciation and rewards whereas once it is done teachers tend to be committed and influence others to be committed and perform better.

Box 4.9: Respondents

The field study found that, many employees of LGAs in Tanzania are closest to what one might intuitively consider commitment to be. They encapsulate the idea of an organisational identification with LGAs. As a result, the majority of interviewed employees show obligation to remain with LGAs. Among the LGAs employees who were involved in this study, 13 out of 20 interviewees which counts to 65 percent showed their experience of obligation to perform their work with a personal desire that:

“Generally we do feel connected to our councils. Works are been determined by the council management, and to some extent we are been consulted through our departmental meetings and briefing. Generally, involvement in planning increases our values in LGAs. We effectively use our professionalism to merge with the interests of politicians”

Box 4.10: Respondents

When asked whether they are ready to stay with LGAs, these employees said that, they are fully involved in LGAs works, and they feel committed to their councils. In different occasions of interview, these interviewees related that:

“We feel that we fit working with LGAs. Really we are satisfied with our work in LGAs because we are valued, recognized as a key players for organisational performance. Generally we consider ourselves as a great assets for LGAs performance”

Box 4.11: Respondents

The field study found that, the majority of employees who participated in focus group discussions are normatively committed towards LGAs. They feel that leaving their councils would have disastrous consequences, and therefore, they feel a sense of guilt about the possibility of leaving or quitting working with LGAs. Reasons for such feeling vary, but are often concerned with salary increments, bonus, recognition, and promotions. Responding to a question if they have continuance commitment with LGAs, participants in focus group discussion stated that:

“We feel the need to stay with LGAs because our salaries and fringe benefits have been improved. Generally, working life and style in Tanzania LGAs is very good. LGAs have improved lives in comparison to our counterparts with similar education qualifications and professions working in private sectors. Though we are not highly satisfied, we have maintained engagement with LGAs because we have not yet secured a green pasture to work in”

Box 4.12: Respondents

As a result of this fierce competition towards demands achievements, combined with employees’ greatly social life, employees commitment to LGAs has become much less than ever. Expressing their feelings, respondents in a focus group discussion explicitly stated:

“Sometimes we feel not committed to LGAs because of not been connected with the LGAs goals of LGAs. Generally this is been geared by the reality that, many whistles misdirect a fair game. Equally applies to LGAs employees receiving directives from different authorizes like TAMISEMI and parent ministries, they find in a frustrated manner”

Box 4.13: Respondents

Furthermore, employees who participated in personal interview, have shown that unclear LGAs objectives, lack of team work in LGAs, and unfavourable work environment have higher impact on employee commitment levels. Stating on this, respondents stated that:

“Lack of clarity about LGAs objectives retards our performance towards day – to – day decision at work. We sometimes do not know what collective objectives are, so that we can adapt our own contributions accordingly”

Box 4.14: Respondents

The field study found that employee commitment level greatly affect the LGAs performance. High commitment improves individual and group performance in LGAs councils. However, to attain organisational performance, LGAs have to consider all necessary factors that strongly lead to employee motivation, respondent stated that:

“Employees are more motivated with various factors including compensation policy, promotion scheme, employees’ recognition and participation. When these important factors are realized in LGAs many employee will feel connected to the councils, and they will feel disastrous consequences leaving LGAs. More satisfaction, leads to employees to feel obligations of stay and continue working with LGAs councils.”

Box 4.15: Respondents

The findings have highlighted that, it is becoming increasingly difficult for Tanzania LGAs to retain the best talent in all areas and that this is even truer for the creative side of the LGAs in rural areas since, in the last five years, there has been an increase in the mobility of creative people from LGAs to private firms. Respondents stated that:

“Despite incentives LGAs provide to their employees, there are some employees who leave LGAs to private sector in search for job enrichment. And those who remain in our Council, they do so because of job security, work tenure

Box 4.16: Respondents

Despite the difficulties LGAs face in maintaining talented employees, councils are introducing various ways of motivating their employees. Methods of motivation may differ accordingly following the council's environment and administration. Respondents from Mbozi District council relate that:

There are different ways of recognizing employees who perform better than the rest. We have rewards for the best top three performers in every quarter of the year. For VEO and WEO each is rewarded Tshs 500,000/=. There are also letters of appreciations, certificate of recognition, and sometimes promotion

Box 4.17: Respondents

Performance appraisal is a major decision making precursor towards compensation, promotion, training and recognition. However, the study found that, there are many challenges with performance appraisal in Tanzania LGAs. Study wanted to know the appraisal in LGAs, the results show that Various OPRAS forms which were brought for this study show non compliance in OPRAS to the general staff of the LGA. Equally, there is high noncompliance to supervisors on score agreements with their subordinates, consistent application of performance and evaluation standards. A large number of public servants in local government authorities do not fill in the OPRAS forms. These facts are related by respondents in focus group discussion as such;

Target setting and performance expectations are not set as a binding agreement between employee and supervisor. Employees do not know the targets means that they have to meet their performance. Secondly, Council managers cannot reinforce employees to reach the desired goals. Thus, employees are not helped in finding ways to increase performance. Hence, lack of feedback on employees performance leads to poor performance on the part of employees, and unfair decision making on the part of management.

Box 4.18: Respondents

Performance feedback helps LGAs managers identify the training needs to their employees. Coaching allows employees to improve their ways of working with the LGAs councils.

Both employees and Concils' managers ststed that:

There is a problem with how OPRAS is administered. Actually employees do not sit with their supervisors to set the agreed performance objectives. This system is not properly working because of three reasons. One is lack of common understanding on how OPRAS works between the employee and managers. Second is the shortage of resources to meet objectives. Third reason is the intervention from political leaders, sometimes political leaders have several demands and those demands are not well planned. Budgetary leads to other challenges of intergrating employees, managers and politician objectives.

Box 4.19: Respondents

4.4 Work environment

Employee work environments describe the surrounding conditions in which employees operate (Bushiri, 2015). The work environment is composed of physical conditions in terms of neceassary working facilities (Kwenin, 2013). It is also related to factors such as work procedures or HR policy, leadership styles and employee participation and involvement in working teams. All these taken together, have a relative impact on employee's performance and ultimately LGAs organisational performance.

4.4.1 Working Facilities

The study has revealed that LGAs have low capacity of providing the staff with necessary equipment such as offices, office supplies, as well as necessary utilities and other services especially ICT (Information Communication and Technology). This has been witnessed to both Mbozi District Council and Kinondoni Municipal

Council. Both councils show limited physical resources like office buildings, furniture and other necessary working tools like motor vehicles and computers.

Respondents said that:

LGAs have very limited working resources like offices to be used by officers and employees at the council level. Necessary working equipment like computers and enough motor vehicles would enable workers at LGAs to effectively and efficiently work. We all know that, in the current world of globalization, workers in the world are working as if they are in one village. Computers not only help in typing and writing official documents, but with internet employees can communicate and learn from other councils on the ways of improving our works. Motor vehicles on the other hand, can enable councils' workers to reach their respective communities to serve them or supervise economic projects in those communities.

Box 4.20: Respondents

4.4.2 HR Policy and Work Procedures

Work policy and procedures in Tanzania LGAs are not stable to enable staffs in LGAs to timely perform their duties. There are many directives from different stakeholders. These stakeholders include LGAs councillors, PO RALG, and different ministries, and sectors. Furthermore, there are persistent delays of release of capital grand funds from central government to LGAs. Table 4.4 shows the trend of release of funds from the central government to Mbozi District council and Kinondoni Municipal council during the financial year 2017/2018.

Table 4.4: Under released funds F/Y 2017/2018

Council	Approved amount (TZS)	Released amount(TZS)	Under released amount (TZS)	%
Kinondoni	28,697,547,400	19,394,056,178	9,303,491,222	32
Mbozi	4,848,976,200	3,864,413,685	984,562,515	20
Total	33,546,523,600	23,258,469,863	10,288,053,737	26

Source: Field study, 2019

The study revealed that there are several financial constraints emanating from low release of funds to LGAs from Central government. Respondents in a focus group discussion testified that:

Workers of Tanzania Local Government Authorities are very competent in their various areas of professional. But they are been discouraged by a number of obstacles. These are shortage of funds to supervise economic projects and to serve the community. Funds which have been allocated for several activities are either released late and not at the amount which was requested in the budget or funds are not released at all, Even the small amount of funds collected from own source revenue currently are being controlled by the central government. Such a control makes life difficult in Tanzania Local Authorities.

Box 4.21: Respondents

4.4.3 Leadership Styles

The study found that Tanzania LGAs have maintained both Bureaucratic Leadership and Autocratic leadership styles. Bureaucratic Leadership style work within a prescribed set of rules to check in order to be a true leader. Since bureaucratic leadership is a systematized approach to leadership, things remain constant even through personnel changes and other shifts that threaten to rock the boat. This approach can be inflexible and neglect to leave room for creativity or ideas from employees (Al Khajen, 2018). On the other hand, Autocratic leaders view themselves as having absolute power and make decisions on behalf of their subordinates. Autocratic leaders have significant control over staff and rarely consider workers' suggestions. With this leadership style, there can be a lack of creativity due to the strategic direction coming from a single leader. (Wang & Guan, 2018)

Leadership practices in some entities and offices in LGAs are not flexible to accommodate employees ideas. Tanzania LGAs leadership is tempting to fall into the

trap of what traditionally business is done. The approach which is more rigid and only controls what managers want to be done. These leadership approaches make employees feel ignored, restricted, and in the absolute worst of cases even abused.

Respondents stated that:

The leadership pattern in the area of work is limiting new and otherwise constructive ideas from employees. This leadership style hinders competencies among employees. For instance, Primary school teachers; schools with head teachers who are strict and adhering to performance operate to make sure that teachers perform their duties on time, prepare the work plans and perform all required duties to cater for performance without adopting constructive ideas from teaching staff.

Box 4.22: Respondents

The study found that LGAs lack a relatively positive work environment which make employees of the councils feel good about coming to work. There is a weak relationship between employees and their supervisors, the situation that escalates poor organisational culture in LGAs. Respondents had a view as informed the study that

“Most leaders in LGAs are autocratic leaders and they do not want to incorporate some more democratic practices. Our leaders should start thinking about qualified employees to help them in identifying some necessary and good ways of doing things done.”

Box 4.23: Respondents

The findings on the influence of leadership style on the LGAs performance indicate that 80% of respondents acknowledge that leadership style had effects on the performance, while 20% of the respondents disagreed on it. The reason given by the interviews explain that, leadership pattern especially on entities with autocratic and bureaucratic leadership styles have a relatively negative influence on the performance of LGAs. Those who disagree on it, have the reason that inadequate

supplies of the facilities is the major cause of employees' low performance.

Maintaining their positions, respondents said:

“Non-compliance has been also the practice against good practices by some employees caused by first the type of leadership. Bureaucratic Leadership style impacts performance negatively since outcomes on response to good practices becomes inadequate. In addition to that, the other concern causing persisting non-compliance has been inadequate supplies of the facilities to undertake the duties. Inadequate supplies of the facilities has been demotivating employees since they are skilled and competent but they cannot deliver because of the lack of facilities to perform the duties in their part.”

Box 4.24: Respondents

4.5 Lgas Performance

The study found that for the past five years from 2014 -2019 LGAs in Tanzania have shown some improvements in good governance. However, financial performance in terms of revenue collection and financial expenditure, LGAs have shown an unsatisfactory performance. The main reasons for the unsatisfactory performance are low employees' commitment to their councils. The study found that HR practices have resulted in individualization as well as fragmentation. As such, there is negative effects on collective values and ethical behaviour. The extent to which HR competencies and authority can and have been passed down to lower levels of management show the imbalance between the simultaneous demands of decentralizing responsibilities and satisfying central co-ordination and control requirements.

4.5.1 Revenue Collection

The study found that LGAs are underperforming in the area of collection of own revenue from various sources within their councils. It is evident that, there is under

collection of LGAs own source revenue which were necessary in implementing LGAs services and projects at LGAs. During the financial year 2017/2018, both Mbozi and Kinondoni councils managed to collect a total of TZS.33,489,166,170 from own source revenue against the approved budget of TZS.50,633,145,667 resulting to under collection of TZS.17,143,979,497 equivalent to 39 percent of own source revenue estimated to be collected. Table 4.5 summarizes the collection of own source revenue for 2017/2018 F/Y in percentage.

Table 4.5: Revenue collection against approved budget 2017/2018

Council	Approved budget (TZS)	Actual collection (TZS)	Under collection (TZS)	%
Kinondoni	45,982,267,000	28,918,080,777	17,064,186,223	37
Mbozi	4,650,878,667	4,571,085,393	79,793,274	2
Total	50,633,145,667	33,489,166,170	17,143,979,497	39

Source: Field study, 2019

4.5.2 Financial Expenditure

The study found that LGAs have continued to depend on grants from the Central Government by 75% against 25% of own source recurrent expenditure. During the financial year 2017/2018 both Kinondoni Municipal council and Mbozi District council had a total of actual collection from own source Tzs. 33,489,166,170 against their recurrent expenditure of Tzs.118,551,340,753 equivalent to independence of 24.5 percent . Table 4.6 summarizes the actual collection against recurrent expenditure for 2017/2018 F/Y

Table 4.6: Actual collection against recurrent expenditure for 2017/2018 F/Y

Council	Actual collection (TZS)	Recurrent expenditure (TZS)	% of independence
Kinondoni	28,918,080,777	75,936,882,178	38
Mbozi	4,571,085,393	42,614,458,579	11
Total	33,489,166,170	118,551,340,753	49

Source: Field study, 2019

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Overview

The main objective of this research was to understand the influence of Human resource practices on the LGAs performance. Specifically the study answered three main questions on how employees competencies, commitments and work environment affect the employees performance and LGAs organisational performance. This chapter provides an interpretation of the findings obtained in the field. Furthermore, the chapter illustrates why the findings obtained in the field are relevant to the research, and relates the findings to other researches done in this area of study. This chapter therefore, links the current study's findings with supporting literature. Similarly, the chapter highlights the study contribution to knowledge by explaining the implications of the findings, explaining why they are important, and how they affect our understanding of the reserach problem.

5.2 Effects of Employees' Competencies on LGAs Performance

Competencies entail the ability of employees to possess necessary skills, knowledge and experience needed by the organisation to gain higher performance. Employees' competencies are seen in terms of knowledge, skills, experience and innovation. The study found that, employees in Tanzania LGAs have reasonable competency level. They have required education level, whereby 98 percent of them have secondary education level and above. The employees are experienced working with Tanzania LGAs, whereby 80 percent of the employees have been working in Tanzania LGAs

for the period above 5 years. Despite the benefits of education level and experience, LGAs employees seem to lack necessary skills to make them more competent in their responsibilities. Skills are obtained through enabling employees to attend various professional courses.

The findings indicate that, recruitment of employees is partially done by both Mbozi District Council and Kinondoni Municipal Council. The function is performed by the Public Service Recruitment Secretariat. However, councils have given autonomy to identify vacancies and proposing the budget which has to be approved by the Ministry of Public Service and Ministry under which the staff category falls. Two implications are observed in this process of recruitment and selection. The first implication is that, LGAs have autonomy of identifying vacancies. The autonomy is limited to get competent employees in LGAs. This is the case because the Councils do not get time to interview the applicants to assess if they possess sufficient competencies to work with the Council. In undertaking the function, the Public Service Recruitment Secretariat does not consider LGAs profiles in terms of size, location, economic and structure of the population. The second implication is councils have given autonomy to identify vacancies and proposing the budget which has to be approved by the Ministry of Public Service and Ministry under which the staff category falls. The proposed budget may not get approval by the ministries; as such the vacancies proposed by LGAs council will remain vacant leading to shortage of Staffs in LGAs.

Formal training were found in Tanzania LGAs and the training intended to capture a general overview of the effectiveness of the overall training program to support employees in Tanzania LGAs. Tanzania government's training strategy underscores that staff training should be primarily focused on enhancing job specific knowledge and skills. However, the findings indicate that some staff pursue training not related to their job spheres. This is not accidental because it is geared towards career attrition from low pay to high pay jobs.

Training and development is the practice which is employed in local government authorities (LGAs). However, there are challenges involved in the training. The first challenge is on the relevance of types of training provided to LGAs staffs. Formal training given to LGAs staffs are not relevant to the type of job, duties and responsibilities for the type of job positions. The implication of this is that, employees have reasonable formal education, but they lack skills which are necessary to their respective duties and responsibilities. This challenge can be solved by conducting on job training. On job training may take various forms ranging from in house training to long term training outside the Council. Since employees in carrying out tasks have different skills and means to perform well and better, they learn from each other through certain skills transfer among themselves to foster competence in delivery of duties and responsibilities.

The second challenge involved in formal training is the training packages are not well planned. Most of LGAs staffs attend short courses, seminars and workshops whose their impact is very minimal to increase the employees competencies. The few

staffs who attend long term type of training do not sign a bond of agreement. Bond of agreement is very important in limiting employees turnover, and career attrition. The lack of bond agreement between LGAs and employees who are attending long term training implies that, there is no obligation on the part of employees to continue working with the Council. The best ways of solving this challenge are: One, to impose a well planned training packages including the duration of training which will have a relative positive impact on the employees' competencies. Second, to introduce a bond agreement between the Council and employees who are attending long term training.

The field study found that employee's competencies have the most significant effects on individual performance. And it leads to the increase in employee performance. However, generic competencies have been found to precede over the organisational specific competencies. Generic competencies is a cluster of skills and knowledge identified within a specific job generically, i.e. common to all employees occupying similar tasks in any organisation. LGAs in Tanzania have to maintain different forms of training for high skilled staff, semi skilled and low profile workers. Each category need to attend training which will improve working skills on their respective duties and responsibilities. The training may take forms of seminars, workshops which are well well planned in terms of training packages necessary to each cadre in LGAs.

Employee competencies are among the important factors that influence the performance of LGAs in Tanzania. Employee's skills and knowledge increase internal capabilities of LGAs to effectively serve their communities. This

study findings are related to study of Yeung and Berman (1997) who found that HR practices play three major roles, these roles are: Building critical organisational capabilities, enhance employee satisfaction and improve customer and shareholder satisfaction. (Yeung & Berman, 1997). The implication of the study is that, LGAs which adhere in increasing employee competencies, will increase both internal and external capacities in the functioning of LGAs. Hence improve the functioning of Tanzania LGAs following the responsibilities bestowed upon them through decentralization.

A key question of LGAs administration concerns the extent to which competencies and authority, especially can be passed down to lower levels of management and how public administration and governments in general can find an appropriate balance between the simultaneous demands of decentralizing responsibilities and control requirements to secure accountability, avoid abuse and mismanagement and not to lose coherence of strategy (Hussein, 2013). There are several overriding considerations in managing people resource such as effective management; Effective leadership, motivation, training and development. However training and development is the most important aspect in employee performance which in turns triggers the organisational performance (Imna & Hassan, 2015). Such training may be important in various skills which are necessary in performing LGAs functions. Councils therefore, have a major objective of designing proper skills for their employees. In order training and development work properly, there is a need for identifying and exploring training needs.

This study found that employees' competencies have four point areas of influence: On the point of stakeholders, employees' competencies influence the quality of services delivered to people. The second point is council effectiveness and efficiency in terms of financial results, strategic clarity, core competencies and organisational capability. The third point is on leadership. They influence on what kind of leadership brand and enhancing democracy in the council. The fourth point has to lead into the LGAs performance in terms of outputs and outcomes. These four point areas of influence are summarized in Figure 5.1

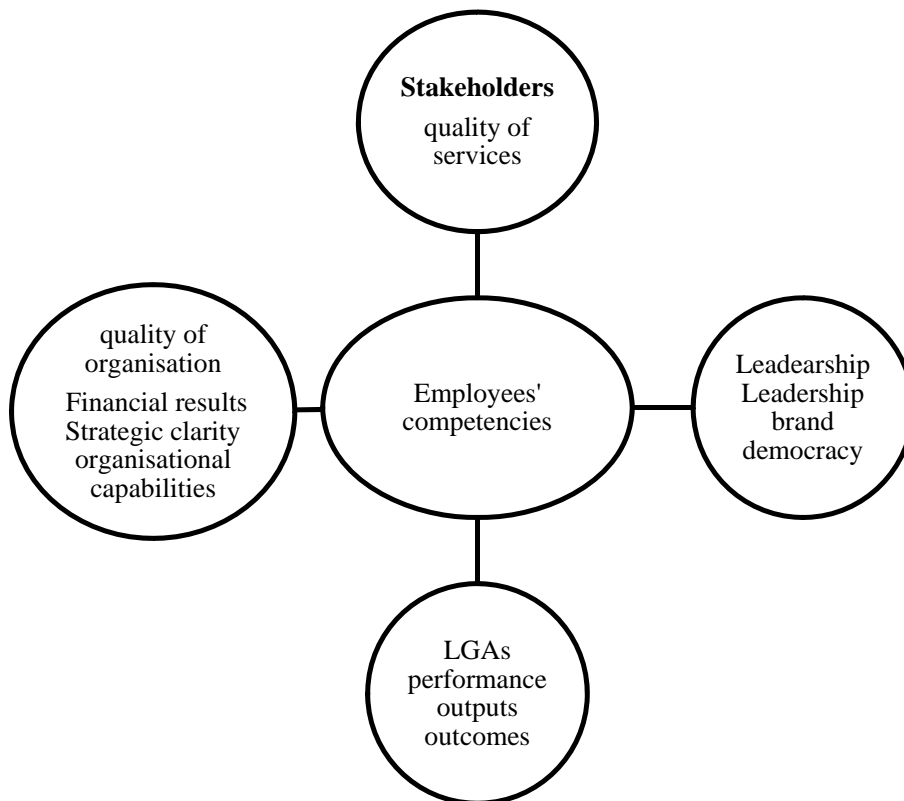


Figure 5.1: HR practices and LGAs performance

Source: Researcher 2019

The field study found that, employees' training are done in Tanzania LGAs with the purpose of increasing working knowledge and skills. However, there are challenges especially in the methods used to choose employees to attend the most required job skills. Furthermore, the implications of the training remain vague to most of LGAs in Tanzania. There is no clear direction as whether the training is solely designed for introduction of new skills or employee

promotion. The findings are in line with Imna and Hassan, (2015) who found that, identifying training needs and gaps are very important in designing training programmes. To make effective employee training, several steps are to be considered. These steps include identifying training needs, assessing employees abilities and interests, and finally how the training rewards employees in organisation. Figure 5.2 summarizes the main tenets of increasing employees' competencies through training.

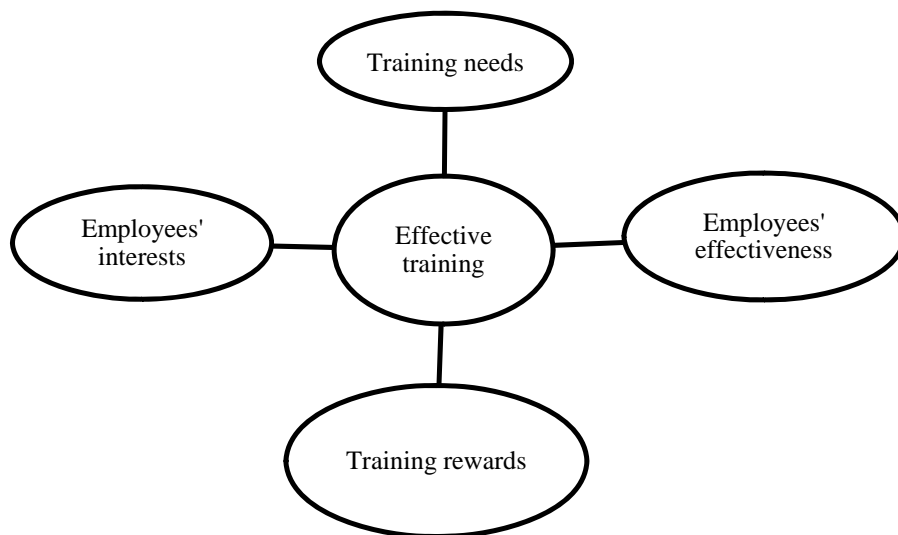


Figure 5.2: Effective Employees' Training

Source: Researcher, 2019

The field results show that, about 16 percent of employees from both Mbozi and Kinondoni Councils have attended training for the period of 2016/2017 to 2019/2020. The rate of increasing employees' competencies through training is very low. These Councils spent money in training their employee, however, there is little achieved from training desired results. The working behaviour have not changed after attending their training. The findings is in line with Infande, (2015) and Engetou (2017) who found that, the anticipated training results are less achieved in work if the training are not well designed in terms of training needs.

In order to improve organisational performance through employees 'competencies, it is important to adopt the training principles of ensuring employees learn what they want and interested to do in their career related to organisation's objectives. Organisations need to create an appropriate training culture which is relevant to both, the employees and the organisation. This approach will eliminate the employees' attitude that, employee experience is eroding or declining because of the following reasons: The most important reason is the top down approach. LGAs in Tanzania are embracing the employee experience in a top down model and much focused on the needs of the government by trying how to connect new employees to the organisation, what should the new employees learn, how do LGAs make their employees productive as soon as possible. LGAs are doing all these and leaving aside a key question of what LGAs as an entity can learn from the new employees. This is in line with Ongori and Nzonzo, (2011) who found that continuous training therefore, is a key element of improved LGAs performance and the need for continued process of staff development. The major objective of employee training

isto increase employees' competencies in terms of their skills, knowledge which are relevant to their jobs. The following section show how training increase employees' competencies which lead to employees' performance and organisational performance.

5.2.1 Employees' Performance

Through training, employees acquire necessary and basic skills which are very potential in better carrying out their tasks. Also, training has a tendency of increasing employees' job satisfaction and ultimately training leads into job commitment. Training helps employees to become more confident and increase their professional career. Hence employee competency increases. The study found that competencies of employees are determined by knowledge level, particularly the education level of employees. Where as skills are seen on professional key functions of LGAs. Experience on the other hand is determined in terms of number of years employees have been working with LGAs. The findings of employees knowledge show that 97 percent of employees in both Mbozi and Kinondoni Councils have attained secondary education level and above. In terms of experience 82 percent have been working with LGAs for the period of 5 years and above. The findings therefore implies that, the level of competencies among the Councils' employees are high. Because of their competencies, the LGAs performance will increase.

5.2.2 Organisation Performance

The study show that, LGAs in Tanzania are providing training to their employees. However, LGAs cannot afford to take all their employees into training at one time

because they are many in LGAs such that they cannot all leave at once for training. Whenever they arise such that few usually go to represent others, whereas upon their return from training they train their fellow employees to enhance their skills for competence. Despite that, sometimes among employees in the practices skills are different whereas some tend to possess extra ordinary skills whereas they learn and train among themselves to improve skills for competence purposes. For the training to be more robust, managers should start by identifying training needs in their organisation. The second stage is to prepare a comprehensive training programmes. When these two stages are taken seriously, the training will increase employees' competencies which are required for employees' performance and LGAs performance. Figure 5.3 summarizes how employee training influence LGAs performance.

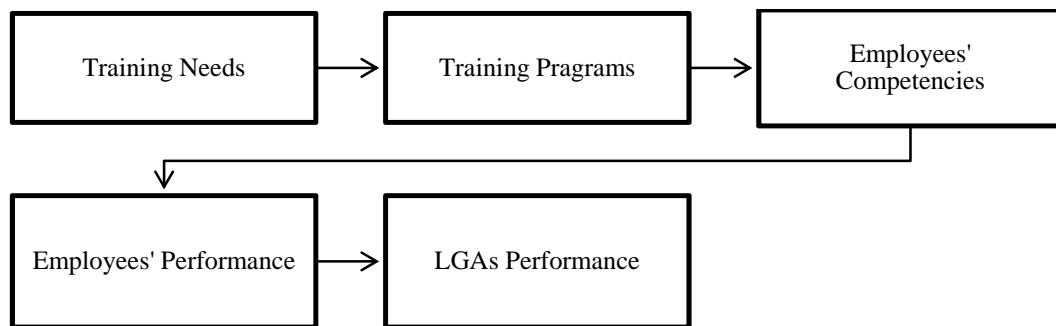


Figure 5.3: Influence of training on LGAs performance

Source: Researcher 2019

5.3 Influence of Employee Commitment on Performance of LGAs

Commitment refers to employees fully agree and comply with LGAs objectives and strategies and work whole heartedly towards LGAs. The study found that employee commitment is a result of compensation, promotion, employee development and

recognition. These constructs are equally valued as among the motivating factors for making employees maintain affective commitment, continuance commitment and normative commitment towards their work in particular and Tanzania LGAs in general.

The study found that, many employees of LGAs in Tanzania are closest to what one might intuitively consider commitment to be. They encapsulate the idea of an organisational identification with LGAs. As a result, the majority of interviewed employees (65 percent) show obligation to remain with LGAs. Employees who are committed to LGAs generally feel a connection with their council; they feel that they fit in, and feel they understand the objectives of LGAs. As a result, employees become more determined in their work, and showing relatively high productivity and becoming more proactive towards LGAs performance. Employees are committed to work with LGAs because of motivating factors such as compensation, promotion, employee development and recognition.

5.3.1 Employees Compensation

The current study found that compensation packages have a high impact on employees' level of commitment. Compensation provides employees with a sense of satisfaction from their job and motivate them to perform better. Compensation packages in Tanzania LGAs employees have identified to comprise salaries to all employees and rewards to higher performers. However, Tanzania LGAs have no bonus scheme and policy to their employees. This in turn leads to job satisfaction and employee retention, but with low productivity. Generally, compensation in

Tanzania LGAs does not achieve its maximum potential, because the Councils do not have a good plan and excusion strategy to truly allow compensation to fulfill its maximum potential.

Using data collected from the field, it is evident that compensation in Tanzania LGAs has some deficiencies such as lack of overtime pay, vacation allowance and merit pay. According to standing orders for the public service (2009), Tanzania public services are supposed to work for eight hours in every working day. Where the employees are supposed to work more than eight hours, they have to be paid either overtime or extra duty allowances. Vacation allowance is stipulated in the standing orders that, employees are entitled to travelling allowance proceeding to annual leave in every two years cycle. Merit pay is often used interchangeably with performance-based pay. Merit pay describes compensation basing on employee performance. This policy has a relative high impact on influencing employees' performance by increasing effectiveness because rewards are tied to performance.

Despite the rights to overtime pay and vacation allowance, employees in Tanzania LGAs are not getting them at all, or in time. These deficiencies in conjunction with lack of merit paylead into the decline of employees' commitment towards LGAs in Tanzania.The decline in commitment is a result of absence of competition among employees in LGAs. The level of commitment is reduced because the work compensation does not value and reward high performers. The importance of employee commitment to organisations is highly influence the duration that employees remain with LGAs; however, the councils should recognize each type of

commitment in employees, and to aim to encourage affective commitment. The findings of this study are in line with Wright and Kehoe (2008) who provided a more detailed analysis of the link between HR practices and organisational commitment.

5.3.2 Employee Promotion

Employee promotion is another aspect of motivation in working place. The research found that, promotions exist in Tanzania LGAs. However, the practices concerning promotion are only taken for granted. Employees are not promoted on time, and whenever promotion granted to employees, the salary adjustment takes long time. Promotion policy and guidelines clearly state that, under normal circumstances employees should get promotion from low level to higher levels after serving the current post for more than three consecutive years. However, this is pending to satisfactory performance the employee has shown in the current post. As has already pointed earlier, employees are not promoted on time, and whenever promotion granted to employees, the salary adjustment takes long time. The promoted employees show more commitment with LGAs. The findings of this study are in line with Walnwright, (2018) who found that commitment was higher among employees who had been promoted, and was also related to employees' perceptions that the organisation had a preference of recruiting and promoting from their internal labour market (Walnwright, 2018).

5.3.3 Employee Recognition

Employee recognition is the acknowledgment of LGAs employees for their high achievements and performance. The main goal of employee recognition in the work

place is to reinforce high achievement working behaviours that essentially result in LGAs performance. The study found that most employees in Tanzania LGAs relate recognition to financial rewards. In matter of fact, recognition as an appreciation does not always necessarily relate to financial benefits. Recognition may take a form of letters of appreciation, or merely a word of thanks.

The study findings show that, unclear LGAs objectives, lack of team work in LGAs, and lack of employees' recognition have negative impact on employee commitment levels. The field study found that employee commitment level greatly affect the LGAs performance. High commitment improves individual and group performance in LGAs councils. However, to attain organisational performance, LGAs have to consider all necessary factors that strongly lead to employee motivation. Employees are more motivated with various factors including compensation policy, promotion scheme, employees' recognition and participation. When these important factors are realized in LGAs many employee will feel connected to the councils, and they will feel disastrous consequences leaving LGAs. More satisfaction, leads to employees to feel obligations of stay and continue working with LGAs councils.

Employees who are committed to LGAs generally feel a connection with their council; they feel that they fit in, and feel they understand the objectives of LGAs. As a result, employees become more determined in their work, and showing relatively high productivity and becoming more proactive towards LGAs performance. The findings have highlighted that, it is becoming increasingly difficult for Tanzania LGAs to retain the best talent in all areas and that this is even truer for

the creative side of the LGAs in rural areas since, in the last five years, there has been an increase in the mobility of creative people from LGAs to private firms.

Recognition makes employees to become more productive through increasing the working efforts towards LGAs. Recognition in terms of acknowledgement has a relative tendency of enhancing employees' loyalty to the organisation. From the findings, it is clear that, motivated employees tend to increase the working morale towards LGAs performance. However, very minor and costless forms of employee recognition are being neglected by LGAs managers in Tanzania. Things like a simple greetings before and at the end of the working day, showing a sincere thank you and apologizing for some misunderstanding are subtle ways of showing appreciation and respect in work place. These small things are seen as very minor but may play important role in increasing employees' commitment to LGAs in Tanzania.

5.3.4 Training and Motivation

Employee training is designed to improve employee's competency and LGAs performance. The study found that, training focuses on providing employees with specific skills and knowledge which will help employees correct their deficiencies in their performance. Employees work training not only equips them, but also helps as a motivating factor to enable employees perform much better. The field study found that Tanzania LGAs values trainings provided to their employees. Findings show that Tanzania LGAs have many opportunities to undertake training programs that are both profitable for employees and Councils' performance. Programs which are mostly preferred by Tanzania LGAs are both external and internal training. External

training programs aim at adding more knowledge to Councils' employees. Internal training consists of job enrichment, which serves as job enrichment on the employees of Tanzania LGAs. Employees who are conducting the training sees themselves are valued and appreciated. On the other hand, the trainees feel a sense of recognition by LGAs managers. Above all training in this perspective builds a corporate culture within the council. Employees who are committed to LGAs generally feel a connection with their council; they feel that they fit in, and feel they understand the objectives of LGAs. As a result, employees become more determined in their work, and showing relatively high productivity and becoming more committed to LGAs performance. The findings are in line with Sharma and Shirsath (2014) who found that, employees training as a process guides and maintains good behaviour in the organisation.

5.3.5 Performance Appraisal and Management

The Open Performance Appraisal System (OPRAS) is the mst current system of appraising employees' performance. Although different stakeholders have different opinions on the effectives of OPRAS, the study found that, OPRAS is not seriously taken into action and is not properly effected by LGAs in Tanzania. The implications obtained from the failure of LGAs to use OPRAS are managers fail to make a clear follow ups of employees performance. Secondly is the lack of feedback on the part of employees.

Performance appraisal is a major decision making precussor towards compesation, promotion, tarining and recognition. However, the study found that, there are many

challenges with performance appraisal in Tanzania LGAs. Various OPRAS forms which were brought for this study show non compliance in OPRAS to the general staff of the LGAs. Equally, there is high non compliance to supervisors on score agreements with their subordinates, consistent application of performance and evaluation standards. A large number of public servants in local government authorities do not fill in the OPRAS forms. Equally, a large number of supervisors do not conduct mid- and annual reviews and agree on performance score with their subordinates. Similarly, trainings about OPRAS to a general staff of the LGAs, new employees and even to weak performers as development measures after appraisal are not provided.

The implications of the findings on OPRAS are that: Lack of target setting and clarity of expectations lead employees not to know what things are expected of them to increase organisational performance. This happens because employees are unable to know how efforts they need to invest towards achieving the LGAs targets. Moreover, it does not provide a constructive feedback. Feedback allows employees to know and capitalize on their mistakes and the areas they think there is lack of knowledge or working facilities.

In order to get a robust performance management and make it more motivating factor, the principles of goal setting are extremely important. These principles are clarity, challenge, commitment, feedback and complexity (Weaver, 2016). Goal setting is important for LGAs performance. However, goal setting has to show what employees want to accomplish by setting and committing to the goals according to

SMART. The findings are related to prior study done by Dirpal (2015) on the implications of performance appraisal to organisational performance. Figure 5.4 shows the relationship of principles in goal setting.

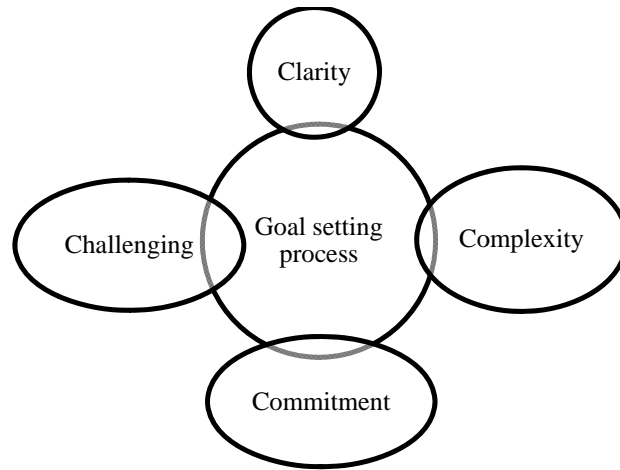


Figure 5.4: Goal setting

Source: Researcher 2019

5.4 Influence of Work Environment on LGAs Performance

Work environment consists of work facilities, in terms of number of offices, chairs, computers and vehicles. Human Resource policy and working procedures. Leadership style and Employee participation. These constructs together affect the behaviour displayed by the LGAs employees.

5.4.1 Work Facilities

The study findings reveal that LGAs in Tanzania are facing a relative scarcity of working facilities. The problem reduces employee productivity, because they are not properly equipped with the necessary facilities to discharge their daily duties and responsibilities. Employees who are facing a critical poor supply of working

facilities, they end up demoralized and they become uncommitted to the LGAs, although they are committed to their job and professions.

LGAs managers should ensure sufficient working facilities in their respective councils. The result of selecting proper office furniture and other infrastructure is very important to enable employees' capacities to delivery social services to the community. The findings are in line with Keeling and Kallaus (1996) when they found that selecting appropriate office furniture is an important for employees' performance. The office design encourages employees to work according to the design (Burke, 2000). If the office is poorly designed, expectation of getting poor results from employee are higher than those of the well designed office.

5.4.2 Human Resource Policies

Human resource policies are assumed to affect the employees' competencies. HR policies affect the performance of Tanzania LGAs. The findings show that, HR policies in Tanzania LGAs are oriented more towards the Councils than to the employees. The implication of the findings is that, when HR policies are more job - focused, the LGAs goals are considered more prevalent than the employees, leads to low commitment and equally affects the employees performance as well as the LGAs performance.

Human resource policies that do not attend to employees' needs in a timely manner, have adverse impact to the performance of LGAs. The study found that, LGAs in

Tanzania have shortage of staff in some few newly established sectors. Shortage of staff leads the LGAs to perform their duties in unsatisfactory manner. The shortage of staff is partly caused by the recruitment and selection policies within Tanzania LGAs. The Councils have partial autonomy of recruiting the staff they need. The involvement of different ministries in staff recruitment creates delays in decision making of HR matters.

5.4.3 Leadership Style

Tanzania LGAs have maintained both Bureaucratic Leadership and Autocratic leadership styles. These leadership styles are not desirable to inspire staff in creating an environment of intellectual stimulation. In order to increase organisational performance, Tanzania LGAs managers should require more detailed- oriented management skills to successfully implement their strategic vision. This stand is in line with Bass (2006) who found that managers should be blue-sky thinkers to successfully increase organisational performance (Bass, 2006). The autocratic leadership style is becoming increasingly difficult for Tanzania LGAs to retain the best talent in all areas and that this is even true for the creative side of the LGAs in rural areas.

Managers and leaders in Tanzania LGAs are to prioritize the needs of their teams and encouraging collective decision making. Servant leadership style can improve diversity and boost morale of working in organisation. However, careful practices are required, least they make employees ahead of LGAs objectives. Although autocratic leadership style makes employees feel ignored and restricted, it is best suited to

environment where jobs are fairly routine or require limited skills. (Wang & Guan, 2018).

5.4.4 Employee Participation

Employee participation and involvement is one of the most important differentiators for organisations in 2019, and it is an issue that nearly every organisational leader has thought about recently (Travis, 2019). Each employee has an important role to play towards LGAs survival and performance. Successful LGAs are made up of employees who have a sense of purpose. Employee can find purpose if he or she is involved and engaged in the profession one belongs. Every role exists with a purpose. Be it a Councilor, Director, Treasurer, Doctor, Nurse, Teacher, Secretary, Office attendant and drivers. Every role exists for a reason and when employees understand the impact of their efforts, it will be easier to work towards goals and achieve high performance of LGAs in Tanzania.

The study found that, flexibility of working environment, work noise distraction, supervisor's interpersonal relationship with subordinates, presence of job aid, the use of performance feedback and improve of work incentives in the council are major factors that motivate employees to perform their job. The study recommended that, the organisation needs to have periodic meetings with employees to air their grievances to management and serve as a motivating factor to the employees. Management should find ways and means of communicating their goals and strategies to their employees in order to achieve what the council is in business for, its mission and vision. The findings is in line with Bushiri (2014) who found that,

organisations have to create a work environment where people enjoy what they do, feel like they have a purpose, have pride in what they do, and can reach their potential. Employee work environment is summarized in figure 5.5

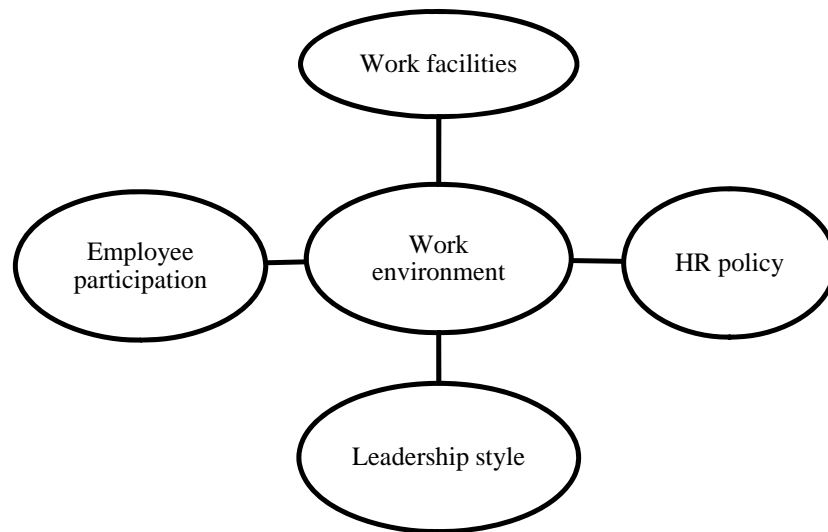


Figure 5.5: Work environment

Source: Researcher, 2019

5.5 Tanzania LGAs Performance

Key performance indicators (KPIs), both financial expenditure and service delivery, are important component of the information needed to explain organisation's progress towards its stated goals (Silva & Borsato, 2017). Local government authorities in Tanzania have difficulties managing their property and facilities strategically. On the surface, difficulties on managing people and properties leads to an inherent distrust in the system and the persistent belief in the community that changes in facility management equate to reductions in service. However, communication difficulties do not only occur with stakeholders external to the

organisation. Internal stakeholders, too, have difficulties making themselves heard and communicating their needs as well as the reasons for their decision making (Brackertz & Kenley, 2002)

The study reviewed the LGAs' performance for the past five years 2013/2014 to 2018/2019. The study was in line with Tanzania Five Year Development Plan II (FYDP II), Policies and other National Planning Frameworks. The study was undertaken to find out if LGAs meet the Key performance Indicators (KPIs). The Sustainable Development Goals (SDGs) and Millennium Development Goals (2000-2015). Tanzania has made significant changes over the past century: poverty rates have been reduced; economic growth has been documented; and progress made in terms of building an educated, and skilled labour force, through various programs (Todd & Mamdan, 2017).

Tanzania has shown a remarkable growth on public services provisions. There is an increase in primary and secondary education, access to safe water, infrastructure improvement, and longer life expectancies (Todd & Mamdan, 2017). Furthermore, innovations and governance changes are being implemented to increase domestic resource mobilization and secure the means to achieve Tanzania's Vision 2025. The key policies in place, and linked to mainstreaming the SDG agenda (Todd & Mamdan, 2017).

Despite these commendable improvement, the study found that, LGAs have shown an unsatisfactory performance in terms of financial and project implementations.

The field study found some areas where Government may concentrate on to add value to LGAs. Important areas to increase performance are financial management, realisation of development projects, and strengthening internal control.

However, the study found a need to increase the budget implementation to effectively achieving the LGAs goals in terms of financial, internal control, human resource management, and development projects. LGAs underperforming in the area of collection of own revenue from various sources within their councils impacts on revenue which are necessary in implementing LGAs services and projects at LGAs. The trend unspent money which was approved to these councils is not promising as an effective revenue expenditure. There are several reasons behind this scenario. The most important factors are late release of the approved budget from the Treasury, and the low capacity of innovation on the part of LGAs managers.

From the respondents, the study found the status of delivery of social services and Human resource payroll in LGAs have substantially improved when compared to the last decade. Currently LGAs are delivering standard primary and secondary education, clean and safe water supply has tremendously increased, and access and equitable delivery of health services have been improved. The LGAs performance indicators are summarized in Figure 5.6

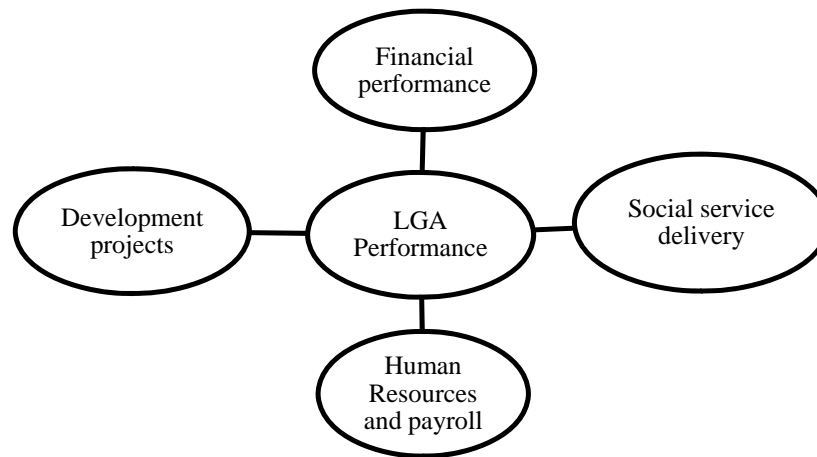


Figure 5.6: Indicators of LGAs performance

Source: Field Study, 2019

5.6 Knowledge Contribution

The study findings ascertain the Ability, Motivation and Opportunity (AMO) theory.

The theory provides the basis for developing HR system that attend the employees' interest, namely their skills requirements, motivation and the quality of their job (Appelbaum, 2000; Boxall and Purcell, 2003). HR practices therefore impact on organisational performance if they encourage discretionary efforts, commitment, competencies, develop skills and supported with conducive working environment. According to the propounder of the theory, the functioning of the theory is in liner process. This is the case because the theory starts with Ability, followed by Motivation and lastly Opportunity.

This study found that, the AMO constructs should not necessarily be applied in liner progression. The study found that AMO constructs can work simultaneously, or can start with Opportunity, Motivation and lastly Ability. Any point in the AMO process is equally important depending on the organisational environment.

Furthermore the study found that, the constructs of Ability, Motivation, and Opportunity have strengths in LGAs performance if combined with expectancy theory, plus internal and external factors. This theoretical position helps to show a good HR practices that enhance the motivation and commitment of staff in LGAs, and as such, they impact positively on productivity and performance of Tanzania LGAs.

The approach to people management taken by managers and a positive organisation's working environments supported by strong, value-based leadership from management may impact into effective organisational performance (O'riordan, 2017). However, achieving the right balance is dependent on HR investing in its own capacity and actively listening to the needs and concerns of managers and staff. The function within each LGAs needs to build its approach based on a deep and evidence based understanding of the mission and culture of Tanzania LGAs (Dastmalchian *et.al.*, (2020). The developed integrated model and its background are presented in figure 5.7

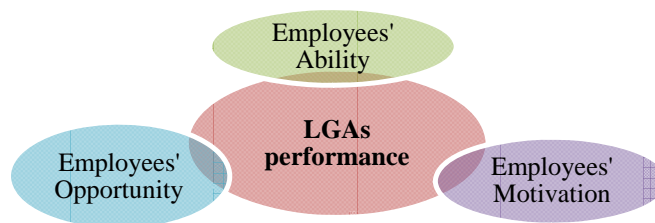


Figure 5.7: Developed Model

Source: Field Research 2019

CHAPTER SIX

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

6.1 Overview

The chapter describes the summary of the entire study in line with the study gap which has been filled for that matter. Also, the summary is well complemented with the implications of the results and conclusion of the study as well as the recommendations for that matter whereas the description of the chapter is consistent with the research questions guiding the study which is illustrated in the manner which is as follows:

6.2 Summary of the Study

The study is on the human resources practices and the performance of local government authorities (LGAs) in Tanzania. The general objective of the study was to identify the influence of human resource practices on performance of Local Governments in Tanzania.

The study specifically assessed the practices done by the employees in local government authorities (LGAs) on the performance of the LGAs in Tanzania. The study was guided by three research questions derived from specific objectives. The study answered the following questions: How employees competencies affect the performance of Tanzania LGAs, how employees commitment influence the performance of Tanzania LGAs, and how working environment influence the performance of Tanzania LGAs.

6.2.1 The Effects of Competencies of Employees on the Performance of Tanzania LGAs

Competence is a term used in Human resources to refer employees' knowledge and skills relate to job entrusted to the employee. Organisations may influence knowledge and skills of employees through the way in which they approach recruitment processes. This study tried to find out how employees are recruited, their competence, and how they influence the LGAs performance. Additionally, Competencies of employees are developed through different forms of training. Competencies help individuals and teams to effectively work in LGAs. This happens where employees have increased their abilities to work in different situations and work environment. Competencies entail the ability of employees to possess necessary skills, knowledge and expertise needed by the LGAs to gain higher performance.

The question covered a variety of aspects of the process, including expenditure on recruitment and crucially whether respondents perceive that the LGAs achieve their goal of recruiting potential candidates for LGAs works. The whole process organisations do in fitting employees to the job and fitting job and tasks to the employees. Moreover, two challenges have been found in employees training. These challenges are: The relevance of the type of training especially for the types of job and types of duties and responsibilities for the job positions. The second challenge is on how well planned are the training packages. The study found that, LGAs in Tanzania have not yet solved these challenges. As such employees' competencies in

Tanzania LGAs is at risk to the extent that LGAs financial performance is unsatisfactory. The field study found that employee's competencies have the most significant effects on individual performance as well as LGAs performance. However, generic competencies have been found to precede over the LGAs organisational specific competencies.

6.2.2 The Influence of Staff Commitment on the Performance of Tanzania LGAs

Commitment refers to employees fully agree and comply with LGAs objectives and strategies and work whole heartedly towards LGAs. The study found that employee commitment is a result of compensation, promotion, employee development and recognition. These constructs are equally valued as among the motivating factors for making employees maintain affective commitment, continuance commitment and normative commitment towards their work in particular and Tanzania LGAs in general.

The study found that LGAs in Tanzania are trying to attain total employee commitment. The councils understand that employees deserve a fair treatment. As a result of it, many employees of LGAs in Tanzania are closest to what one might intuitively consider commitment to be. They encapsulate the idea of an organisational identification with LGAs. Majority of interviewed employees show obligation to remain with LGAs. Among the LGAs employees who were involved in this study, 13 out of 20 interviewees which counts to 65 percent showed their experience of obligation to perform their work with a personal desire in LGAs.

The field study found that, the majority of employees who participated in focus group discussions are normatively committed towards LGAs. They feel that leaving their councils would have disastrous consequences, and therefore, they feel a sense of guilt about the possibility of leaving or quitting working with LGAs. Reasons for such feeling vary, but are often concerned with salary increments, bonus, recognition, and promotions. The study found that employee commitment level greatly affect the LGAs performance. High commitment improves individual and group performance in LGAs councils. However, to attain organisational performance, LGAs have to consider all necessary factors that strongly lead to employees' motivation.

The findings have highlighted that, it is becoming increasingly difficult for Tanzania LGAs to retain the best talent in all areas and that this is even truer for the creative side of the LGAs in rural areas since, in the last five years, there has been an increase in the mobility of creative people from LGAs to private firms. Despite the difficulties LGAs face in maintaining talented employees, councils are introducing various ways of motivating their employees. Methods of motivation may differ accordingly following the council's environment and administration.

Performance appraisal is a major decision making precursor towards compensation, promotion, training and recognition. However, the study found that, there are many challenges with performance appraisal in Tanzania LGAs. Study wanted to know the appraisal in LGAs, the results show that Various OPRAS forms which were brought for this study show non compliance in OPRAS to the general staff of the LGA.

Equally, there is high noncompliance to supervisors on score agreements with their subordinates, consistent application of performance and evaluation standards. A large number of public servants in local government authorities do not fill in the OPRAS forms.

6.2.3 The Influence of Employees' Working Environment on LGAs Performance

The work environment is composed of physical conditions in terms of necessary working facilities. It is also related to factors such as work procedures or HR policy, leadership styles and employee participation and involvement in working teams. All these taken together, have a relative impact on employee's performance and ultimately LGAs organisational performance.

The study revealed that LGAs have low capacity of providing the staff with necessary equipments such as offices, office supplies, as well as necessary utilities and other services especially ICT (Information Communication and Technology). This has been witnessed to both Mbozi District Council and Kinondoni Municipal Council. Both councils show limited physical resources like office buildings, furniture and other necessary working tools like motor vehicles and computers.

Work policy and procedures in Tanzania LGAs are not stable to enable staffs in LGAs to timely perform their duties. There are many directives from different stakeholders. These stakeholders include LGAs councillors, PO RALG, and different ministries, and sectors. Furthermore, there are persistent delays of release of capital

grand funds from central government to LGAs. The delays generate several financial constraints in LGAs.

The study found that Tanzania LGAs have maintained both Bureaucratic Leadership and Autocratic leadership styles. Bureaucratic leadership is a systematized approach to leadership, things remain constant even through personnel changes and other shifts that threaten to rock the boat. This approach can be inflexible and neglect to leave room for creativity or ideas from employees. On the other hand, Autocratic leaders view themselves as having absolute power and make decisions on behalf of their subordinates. Autocratic leaders have significant control over staff and rarely consider workers' suggestions. With this leadership style, there can be a lack of creativity due to the strategic direction coming from a single leader.

The findings on the influence of leadership style on the LGAs performance indicate that 80 percent of respondents acknowledge that leadership style had effects on the performance, while 20 percent of the respondents disagreed on it. The reason given by the interviews explain that, leadership pattern especially on entities with autocratic and bureaucratic leadership styles have a relatively negative influence on the performance of LGAs. Those who disagree on it, have the reason that inadequate supplies of the facilities is the major cause of employees' low performance.

6.2.4 LGAs Performance

LGAs in Tanzania has made significant changes over the past century: poverty rates have been reduced; economic growth has been documented; and progress made in

terms of building an educated, and skilled labour force through various programs (Todd & Mamdan, 2017). LGAs have shown a remarkable growth on public services provisions. There is an increase in primary and secondary education, access to safe water, infrastructure improvement, and longer life expectancies (Todd & Mamdan, 2017). Furthermore, innovations and governance changes are being implemented to increase domestic resource mobilization and secure the means to achieve Tanzania's Vision 2025. The key policies in place, and linked to mainstreaming the SDG agenda (Todd & Mamdan, 2017). However, the study found a need to increase the budget implementation to effectively achieving the LGAs goals in terms of financial, internal control, human resource management, and development projects.

Despite these commendable improvement, the study found that, LGAs have shown an unsatisfactory performance in terms of financial and project implementations. Basing on the Financial Year's Development Plan II, Sustainable Development Goals and Tanzania Vision 2025, The study found some areas where Government may concentrate on to add value to LGAs. Important areas to increase performance are financial management, realisation of development projects, strengthening internal control, and Human resource payroll improvement.

6.3 Implications of the Results

The study results have three implications: First is the implications for academics in terms of theory development. Second is the implications for policy makers, and third is the implications to LGAs

6.3.1 Implications for Academics

Theoretically, the study extends the existing knowledge of how Human Resources practices have an impact on organisational performance. Thus, Tanzania LGAs are increasingly becoming reliant on employees who are competent enough to achieve LGAs objectives. How competent employees are obtained and their influence on LGAs performance is more important. The study found that, adhering to the ability, motivation and opportunity (AMO) theory increases LGAs performance.

The study results ascertain the Ability, Motivation and Opportunity (AMO) theory. The theory provides the basis for developing HR system that attend the employees' interests, namely their skills requirements, motivation and the quality of their job. HR practices therefore impact on organisational performance if they encourage discretionary efforts, commitment, competencies, develop skills and supported with conducive working environment.

The constructs of Ability, Motivation, and Opportunity have strengths in LGAs performance due to the fact that, they combine other theories of resource based view, human capital and expectancy theories, plus internal and external factors. This theoretical position helps to show a good HR practices that enhance the motivation and commitment of staff in LGAs, and as such, they impact positively on productivity and performance of Tanzania LGAs.

The approach to people management taken by managers and a positive organisation's working environment supported by strong, value-based leadership from management

may impact into effective organisational performance. However, achieving the right balance is dependent on HR investing in its own capacity and actively listening to the needs and concerns of managers and staffs.

6.3.2 Implications for Policy Makers

Competencies entail the ability of employees to possess necessary skills, knowledge and experience needed by the organisation to gain higher performance. Employees' competencies are seen in terms of knowledge, skills, experience and innovation. Despite the benefits of education level and experience, LGAs employees seem to lack necessary skills to make them more competent in their responsibilities. Skills are obtained through enabling employees to attend various professional courses. Policy makers may provide necessary guidelines on how employees will be allowed to attend various professional courses.

Two implications are observed in this process of recruitment and selection. The first implication is that, LGAs have autonomy of identifying vacancies. The autonomy is limited to get competent employees in LGAs. This is the case because the Councils do not get time to interview the applicants, and assess if the applicant's possess sufficient competencies to work with the Council. In undertaking the function, the Public Service Recruitment Secretariat does not consider LGAs profiles in terms of size, location, economic and structure of the population. The second implication is councils have given autonomy to identify vacancies and proposing the budget which has to be approved by the Ministry of Public Service and Ministry under which the staff category falls. The proposed budget may not get approval by the ministries; as

such the vacancies proposed by LGAs council will remain vacant leading to shortage of Staffs in LGAs.

Training and development is the practice which is employed in local government authorities (LGAs). However, there are challenges involved in the training. The first challenge is on the relevance of types of training provided to LGAs staffs. Formal training given to LGAs staffs are not relevant to the type of job, duties and responsibilities for the type of job positions. The implication of this is that, employees have reasonable formal education, but they lack skills which are necessary to their respective duties and responsibilities. This challenge can be solved by introducing a policy which will guide job training to staffs of LGAs.

The second challenge involved in formal training is the training packages are not well planned. Most of LGAs staffs attend short courses, seminars and workshops whose their impact is very minimal to increase the employees competencies. The few staffs who attend long term type of training do not sign a bond of agreement. Bond of agreement is very important in limiting employees turnover, and career attrition. The lack of bond agreement between LGAs and employees who are attending long term training implies that, there is no obligation on the part of employees to continue working with the Council. The best ways of solving this challenge are: One, to impose a well planned training packages including the duration of training which will have a relative positive impact on the employees' competencies. Second, to introduce a bond agreement between the Council and employees who are attending long term training.

The study found that employee commitment is a result of compensation, promotion, employee development and recognition. These constructs are equally valued as among the motivating factors for making employees maintain affective commitment, continuance commitment and normative commitment towards their work in particular and Tanzania LGAs in general. Compensation packages have a high impact on employees' level of commitment. Compensation provides employees with a sense of satisfactions from their job and motivates them to perform better. Compensation packages in Tanzania LGAs employees have identified to comprise salaries to all employees and rewards to higher performers. However, there is a need to introduce a performance-based pay. Merit pay describes compensation basing on employee performance. This policy has a relative high impact on influencing employees' performance by increasing effectiveness because rewards are tied to performance.

6.3.3 Implications for the LGAs

The study findings show that, unclear LGAs objectives, lack of team work in LGAs, and lack of employees' recognition have negative impact on employee commitment levels. The field study found that employee commitment level greatly affect the LGAs performance. High commitment improves individual and group performance in LGAs councils. However, to attain organisational performance, LGAs have to consider all necessary factors that strongly lead to employee motivation. Employees are more motivated with various factors including compensation policy, promotion scheme, employees' recognition and participation. When these important factors are realized in LGAs many employee will feel connected to the councils, and they will

feel disastrous consequences leaving LGAs. More satisfaction, leads to employees to feel obligations of stay and continue working with LGAs councils.

Performance appraisal is a major decision making precursor towards compensation, promotion, training and recognition. However, the study found that, there are many challenges with performance appraisal in Tanzania LGAs. Various OPRAS forms which were brought for this study show non compliance in OPRAS to the general staff of the LGAs. Equally, there is high non compliance to supervisors on score agreements with their subordinates, consistent application of performance and evaluation standards. A large number of public servants in local government authorities do not fill in the OPRAS forms. Equally, a large number of supervisors do not conduct mid- and annual reviews and agree on performance score with their subordinates. Similarly, trainings about OPRAS to a general staff of the LGAs, new employees and even to weak performers as development measures after appraisal are not provided.

The study findings reveal that LGAs in Tanzania are facing a relative scarcity of working facilities. The problem reduces employee productivity, because they are not properly equipped with the necessary facilities to discharge their daily duties and responsibilities. Employees who are facing a critical poor supply of working facilities, they end up demoralized and they become uncommitted to the LGAs, although they are committed to their job and professions. LGAs managers should ensure sufficient working facilities in their respective councils. The result of

selecting proper office furniture and other infrastructure is very important to enable employees' capacities to delivery social services to the community.

The study found that, flexibility of working environment, work noise distraction, supervisor's interpersonal relationship with subordinates, presence of job aid, the use of performance feedback and improve of work incentives in the council are major factors that motivate employees to perform their job. The study recommended that, the organisation needs to have periodic meetings with employees to air their grievances to management and serve as a motivating factor to the employees. Management should find ways and means of communicating their goals and strategies to their employees in order to achieve what the council is in business for, its mission and vision.

6.4 Conclusion

The study found that employee's competencies have the most significant effects on LGAs performance. However, generic competencies have been found to precede over the organisational specific competencies. Generic competencies is a cluster of skills and knowledge identified within a specific job generically, i.e. common to all employees occupying similar tasks in any LGAs. In general the study found that employee competencies are among the important factors that influence the performance of LGAs in Tanzania. Employee's skills nd knowledge increase internal capabilities of LGAs to effectively serve their communities. The implication of the study is that, LGAs which adhere in increasing employee competencies, will increase both internal and external capacities in the functioning of LGAs.

A key question of LGAs administration concerns the extent to which employees competencies and political authority are in dilemma, especially in passed directives down to lower levels of management. LGAs managements and governments in general can find an appropriate balance between the simultaneous demands of decentralizing responsibilities and control requirements to secure accountability, avoid abuse and mismanagement and not to lose coherence of strategy.

The findings have presented four main motivating elements in employees of LGAs towards total commitments. The motivating elements are compensation, promotion, recognition and training. Compensation therefore, is taken to include several packages of basic salary pay, salary increments, bonus, duty allowance, extra duty allowances, employee's recognition and career development. Compensation packages have a high impact on employees' level of commitment. Compensation provides employees with a sense of satisfaction from their job and motivates them to perform better. Compensation packages in Tanzania LGAs employees have identified to comprise salaries to all employees and rewards to higher performers. However, Tanzania LGAs have no bonus scheme and policy to their employees. Generally, compensation in Tanzania LGAs does not achieve its maximum potential, because the Councils do not have a good plan and excursion strategy to truly allow compensation to fulfil its maximum potential.

Employee promotion is another aspect of motivation in working place. The study found that, promotions exist in Tanzania LGAs. However, the practices concerning promotion are only taken for granted. Employees are not promoted on time, and

whenever promotion granted to employees, the salary adjustment takes long time. Commitment is higher among employees who had been promoted, and is also related to employees' perceptions that the organisation has a preference of recruiting and promoting from their internal labour market.

Employee recognition is the acknowledgment of LGAs employees for their high achievements and performance. The main goal of employee recognition in the work place is to reinforce high achievement working behaviours that essentially result in LGAs performance. The study found that most employees in Tanzania LGAs relate recognition to financial rewards. In matter of fact, recognition as an appreciation does not always necessarily relate to financial benefits. Recognition may take a form of letters of appreciation, or merely a word of thanks. Recognition makes employees to become more productive through increasing the working efforts towards LGAs. Recognition in terms of acknowledgement has a relative tendency of enhancing employees' loyalty to the organisation. From the findings, it is clear that, motivated employees tend to increase the working morale towards LGAs performance.

Employee training is designed to improve employee's competency and LGAs performance. The study found that, training focuses on providing employees with specific skills and knowledge which will help employees correct their deficiencies in their performance. Employees work training not only equips them, but also helps as a motivating factor to enable employees perform much better. Employees who are conducting the training see themselves are valued and appreciated. On the other hand, the trainees feel a sense of recognition by LGAs managers. Above all training

in this perspective builds a corporate culture within the council. Employees training as a process guides and maintains good behaviour in the organisation.

Work environment consists of work facilities, Human Resource policy and working procedures. Leadership style and Employee participation. These constructs together affect the behaviour displayed by the LGAs employees. Sufficient working facilities enable employees' capacities to delivery social services to the community. The study findings reveal that LGAs in Tanzania are facing a relative scarcity of working facilities. The problem reduces employee productivity, because they are not properly equipped with the necessary facilities to discharge their daily duties and responsibilities.

Human resource policies are assumed to affect the employees' competencies. HR policies affect the performance of Tanzania LGAs. The findings show, HR policies in Tanzania LGAs are oriented more towards the Councils than to the employees. The implication of the findings is that, when HR policies are more job - focused, the LGAs goals are considered more prevalent than the employees, leads to low commitment and equally affects the employees performance and the LGAs performance. Human resource policies that do not attend to employees' needs in a timely manner, have adverse impact to the performance of LGAs. The study found that, LGAs in Tanzania have shortage of staff in some few newly established sectors. Shortage of staff leads the LGAs to perform their duties in unsatisfactory manner.

Tanzania LGAs have maintained both Bureaucratic Leadership and Autocratic leadership styles. These leadership styles are not desirable to inspire staff in creating an environment of intellectual stimulation. In order to increase organisational performance, Tanzania LGAs managers should require more detailed- oriented management skills to successfully implement their strategic vision. Managers should be blue-sky thinkers to successful increase organisational performance. With the current autocratic leadership style, it is becoming increasingly difficult for Tanzania LGAs to retain the best talent in all areas and that this is even truer for the creative side of the LGAs in rural areas. Employee participation and involvement is one of the most important for LGAs performance. Each employee has an important role to play towards LGAs survival and performance. Successful LGAs are made up employees who have a sense of purpose. Employee can find purpose if he or she is involved and engaged in the profession one belongs. Every role exists with a purpose. Be it a Councilor, Director, Treasurer, Doctor, Nurse, Teacher, Secretary, Office attendant and drivers. Every role exists for a reason and when employees understand the impact of their efforts, it will be easier to work towards goals and achieve high performance of LGAs in Tanzania.

6.5 Recommendations

Competencies have four point areas of influence: On the point of stakeholders, employees' competencies influence the quality of services delivered to people. The second point is council effectiveness and efficiency in terms of financial results, strategic clarity, core competencies and organisational capability. The third point is on leadership. They influence on what kind of leadership brand and enhancing

democracy in the council. The fourth point has to lead into the LGAs performance in terms of outputs and outcomes. To increase employees' competencies, it is recommended that LGAs should make effective employee training, several steps are to be considered. These steps include identifying training needs, assessing employees' abilities and interests, and finally how the training rewards employees in LGAs. In order to improve organisational performance through employee training, it is important to adopt the training principles of ensuring employees learn what they want and interested to do in their career related to organisation's objectives. It is recommended that, LGAs need to create an appropriate training culture which is relevant to both, the employees and the Council.

Using data collected from the field, it is evident that compensation in Tanzania LGAs has some deficiencies such as lack of overtime pay, vacation allowance and merit pay. Merit pay is often used interchangeably with performance based pay. Merit pay describes compensation basing on employee performance. This policy has a relative high impact on influencing employees' performance by increasing effectiveness because rewards are tied to performance. It is therefore recommended that, LGAs in Tanzania should adopt the merit pay policy. This leads into the increase of employees' commitment towards LGAs in Tanzania. The increase in commitment is a result of existence of competition among employees in LGAs. The level of commitment is increased because the work compensation value and reward high performers.

Selecting appropriate office furniture is an important for employees' performance. The office design encourages employees to work according to the design. If the office is poorly design, expectation of getting poor results from employee are higher than those of the well designed office. It is therefore recommended that LGAs management should increase the number of working equipments and office in general. LGAs managers should ensure sufficient working facilities in their respective councils. The result of selecting proper office furniture and other infrastructure is very important to enable employees' capacities to delivery social services to the community.

Furthermore, it is recommended that managers and leaders in Tanzania LGAs are to priotize the needs of their teams and encouraging collective decision making. Servant leadership style can improve diversity and boost morale of working in organisation. However, careful practices are required, least they make employees ahead of LGAs objectives. Although autocratic leadership style makes employees feel ignored and restricted, it is best suited to environment where jobs are fairly routine or require limited

Local government authorities in Tanzania have difficulties managing their property and facilities strategically. On the surface, difficulties on managing people and properties leads to an inherent distrust in the system and the persistent belief in the community that changes in facility management equate to reductions in service. However, communication difficulties do not only occur with stakeholders external to the organisation. Internal stakeholders, too, have difficulties making themselves

heard and communicating their needs as well as the reasons for their decision making. It is therefore recommended that, LGAs should improve their strategy of managing property and facilities within their Councils.

6.6 Areas for Further Studies

The study was conducted using explanatory study design whereas a new phenomenon was envisaged in the field to fill study gap. Since that is the case, another avenue may be envisaged as well through exploratory study design whereas the information to fill the gap may be generated to clarify the exact nature of the problem. Apart from that, the study was conducted specifically on human resources practices and performance in Tanzania local government authorities. In that regard, another avenue may be pursued as well on the human resources management practices and performance of Tanzania local government authorities (LGA) in line with competency, commitment and work environment for that matter. Moreover, the study was undertaken on human resources practices in the performance of local government as public entities in focus. However, similar may be performed in assessing the contribution of human resources practices on the performance of organisations in private sector in Tanzanian environment.

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APPENDICES

Appendix I

Table 2.1 Summary of empirical literature review

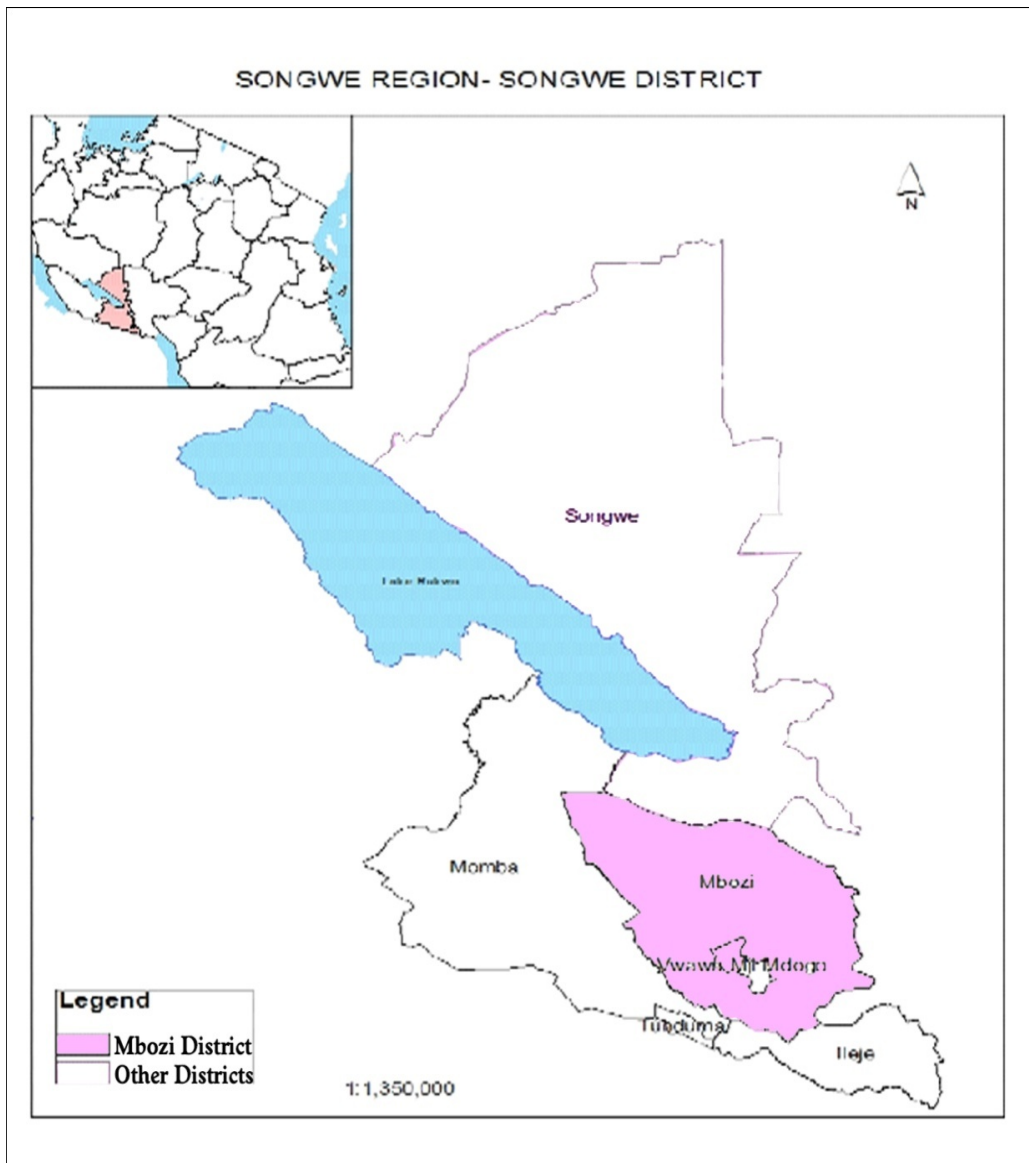
Author & Year	Study objectives	Methodologies	Findings	Recommendations
Recruitment and selection				
Karthiga <i>et al</i> (2015)	To evaluate the recruitment and selection process in organisation in India.	Questionnaire data collection method Data analyzed through One way ANOVA, Chi Square, and Correlation	Recruitment and selection process has a great impact on the working of the company as a fresh blood, new idea enters.	Recruitment and selection should also be modified to get competent employees according to the requirements so as to achieve organisational performance.
Tizhe–Oaya (2017)	To examine the recruitment and selection strategy on the employee performance in Nigeria.	Questionnaire data collection method Descriptive data analysis	Recruitment agency and internal employee recommendation enable organisation to recruit committed employees.	Organisations have to devise a strategy to carefully recruit the most suitable employees because they create the competitive advantage for the organisations.
Mustapha <i>et al</i> , (2013)	To examine the impacts of well planned recruitment and selection process on corporate performance in Nigerian Banking Industry.	Questionnaire data collection method Regression data Analysis	There is a significant relationship between recruitment and selection based on merit and organisational performance.	To achieve individual development and building a strong firm, organisations must adopt recruitment policies that are consistent with the objectives of the organisation.
Karia <i>et al</i> , (2017)	To examine the impact of recruitment and selection on performance of public water utilities in Tanzania.	Questionnaire data collection method	The study found that public water utilities in Tanzania have suffered great loss because of undue processes of recruitment	Public institutions need careful times and consideration to sustain competitive advantage in developing strategy on recruitment and selection

Author & Year	Study objectives	Methodologies	Findings	Recommendations
		Correlation and Descriptive data analysis	and selection.	process.
Training and development				
Imna and Hassan (2015)	To examine the influence of Human Resource Management practices on employee performance in Maldives Retail Industry.	Questionnaire data collection method Regression data analysis	Career development has a positive and significant impact on employee performance	To have high impact on organisational performance, training and development should be linked with career development
Githinji (2014)	To evaluate the effects of training on employee performance	Questionnaire data collection method Descriptive data analysis	Training enhances employee performance by positively influencing employee motivation level through employee recognition, alignment to organisational goals.	Training programs should be tightly linked with corporate strategic aims.
Employee compensation				
Hameed <i>et al</i> (2014)	To assess the impact of compensation on employee performance in banking sector of Pakistan.,	Questionnaire data collection method Correlation, regression and descriptive data analysis	Compensation has positive impact on employee performance.	The study recommended that variables such as salary, rewards and indirect compensation should be given high priority.
Njoroge and Kwasira, (2015)	To examine the influence of Compensation and Reward on Performance of Employees at Nukuru County Government in Kenya.	Questionnaire data collection method Descriptive research design	The pay strategy of basing compensation/reward to knowledge is effective and enhance employee performance.	The study recommended that, in order for employees in the organisation to become more productive, good compensation policy should be in place.
Mbogo (2013)	To evaluate the impact of motivation on employees' performance in public services in Tanzania.	Questionnaire data collection method Correlation, regression and	Good wages, motivational incentives encourage employees to perform efficient and effectively towards achieving	In order organisations to perform better, there is a great need to motivate employees through compensation.

Author & Year	Study objectives	Methodologies	Findings	Recommendations
		descriptive data analysis	organisational goals.	
Performance management				
Iqbal <i>et al</i> (2013).	To examine relationship between performance appraisal and employee's performance in banks of Dera Ghazi Khan in Pakistani,	Questionnaire data collection method Correlation data analysis	If Performance Appraisal system is successfully used, employees would be able to know how well they are performing and what is expected to them in future in terms of their work performance and effort.	The study recommended that for organisation to perform better, they have to design a well defined performance management.
Sajuyigbe <i>et al</i> (2017)	To examine the impact of performance management in Nigeria	Questionnaire data collection method Correlation data analysis	the study established that performance appraisal system has significant impact on employee's performance.	Management should be objective during appraisal exercise, provide regular feedback and offer career development in order to help an organisation wins the desired competitive advantage.
Jumbe (2017).	To evaluate the role of performance appraisal on service delivery.	Questionnaire data collection method Correlation data analysis	Performance appraisal policy is not applied properly in the organisation hence making some employee to feel not much recognized to make them put much effort in the provision of services to the customer	The study recommended that, employees should be oriented on the strategy of performance appraisal in the organisation
Enu- Kwasi and Koomson, (2014)	To examine the determinants of employee performance in Ghana commercial bank in Kumasi.	Questionnaire data collection method Correlation analysis	Communication and justice and fairness contributed to employee performance but at a moderate rate.	Employees and managers should cooperate and review the existing policies that will influence communication and justice and fairness in order to improve performance.
Work environment				

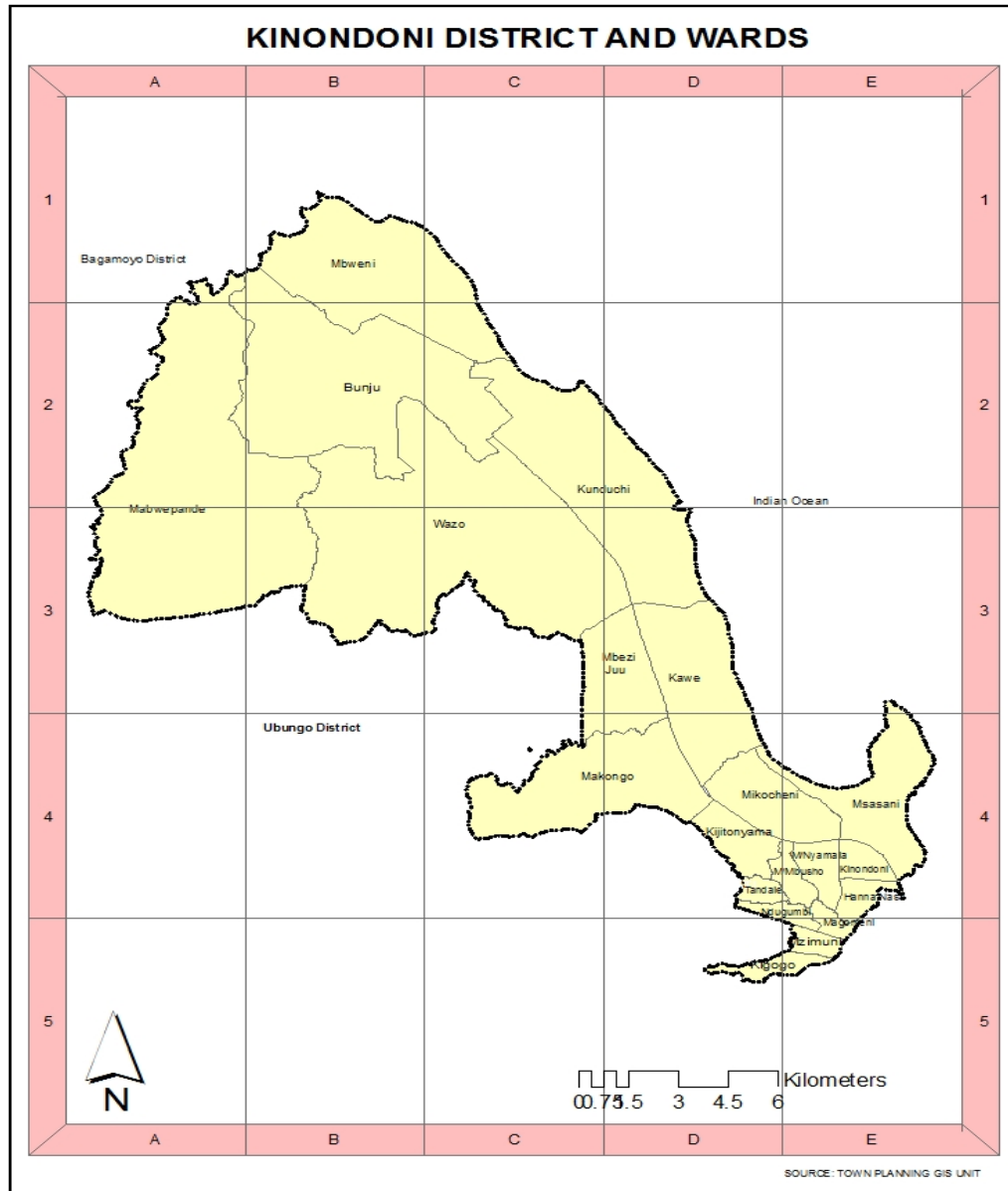
Author & Year	Study objectives	Methodologies	Findings	Recommendations
Bushiri (2015)	To determine whether physical work environment has influence on employees' performance in Institute of Finance in Dar es salaam region.	Questionnaire data collection method Correlation, regression and descriptive data analysis	The study found that flexibility of working environment, work noise distraction, supervisor's interpersonal relationship with subordinates, presence of job aid, the use of performance feedback and improve of work incentives in the organisation are major factors that motivate employees to perform their job.	The study recommended that, management should find ways and means of communicating their goals and strategies to their employees in order to achieve what the organisation is in business for, its mission and vision. Organisations have to create a work environment where people enjoy what they do, feel like they have a purpose, have pride in what they do, and can reach their potential
Osemeke (2012)	assessed whether human resource management practices such as recruitment and selection, staff appraisal, compensation, training and development practices influence organisational performance	The study used questionnaires to collect data, and finally a T-test technique was used to examine the relationship between the selected Human Resources practices and organisational performance.	The main findings of the study revealed that, there exists a positive relationship between Human resource practices and organisation's performance.	The study recommended that, organisation's Human Resources policy, effective recruitment and selection practices, as well as effective performance appraisal practices are upheld
Wright and Kehoe (2008)	detailed analysis of the link between HR practices and organisational commitment	The study analyzed various literatures on HR – performance relationship..	The study found that, three basic themes emerge from much of the literatures tying HR practices to organisational commitment which are affective, continuance and normative commitments	The study concluded that, organisation's Human Resources policy, effective recruitment and selection practices, as well as effective performance appraisal practices are upheld
Snape and	examined the relationship	Questionnaire data	The main findings of the study	The study recommended that,

Author & Year	Study objectives	Methodologies	Findings	Recommendations
Radman (2010)	between HRM practices and organisational performance	collection method Chi – square technique of data analysis	suggest that HRM practices has a positive association with compliance, mediated by perceived job influence.	managers need to think beyond providing HRM practices aimed at providing benefits and support, and should consider the effect of such practices. This implies that, such practices are seen by employees as demonstrating that organisation is concerned about employees welfare and value their contributions.

Mbozi District Council

Map 3.1: Map of Songwe Region and Location of Mbozi District Council

Source: National Bureau of Statistics

Kinondoni Municipal Council**Map 3.2:** Kinondoni Municipal Council**Source:** Kinondoni Municipal Council, 2017

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Our Ref: PG201404273

Date: 04th December 2018

Local Government Authority, (LGA),
 P. O. Box 31902,
 Dar es salaam.

RE: RESEARCH CLEARANCE

The Open University of Tanzania was established by an act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No. 55 in the official Gazette. The act was however replaced by the Open University of Tanzania charter of 2005, which became operational on 1st January 2007. In line with the later, the Open University mission is to generate and apply knowledge through research.

To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. SUTA, DAMAS DOMINIC Reg No: PG201404273** pursuing Doctor of Philosophy in Business Management (**PhD-Business**). We here by grant this clearance to conduct a research titled ***"Human Resource Practices and Performance of Tanzania Local Governments"***. He will collect his data at Kinondoni District in Dar es salaam Region from 10th December 2018 to 30th March 2019.

In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O. Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thanks you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,


 Prof. Hossea Rwegoshora
For: VICE CHANCELLOR
THE OPEN UNIVERSITY OF TANZANIA

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Date: 04th December 2018

Local Government Authority, (LGA),
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Mbozi,
Songwe.

RE: RESEARCH CLEARANCE

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In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O. Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

Prof. Hossea Rwegoshora
For: VICE CHANCELLOR
THE OPEN UNIVERSITY OF TANZANIA

*Appendix V***Interview guide questions**

Dear Respondent

We kindly invite you to give us some more insight about your Council, your problems and your experience in the council Human Resource Practices. This will be useful inputs for the study on Human Resources in Local Authorities in Tanzania. We have therefore prepared small questions for your attention. Your response and feelings will be treated in a very confidential way. The research is for academic and answers for them will be kept completely and entirely confidential.

Introduction: Your department.....

Your Council

Concept	Dimensions	Themes
HR practices	Employees' Ability	How do you make sense of HR practices that are engaged in Tanzania LGAs in terms of the following themes
		➤ <i>Knowledge</i>
		➤ <i>Skills & Innovation</i>
		➤ <i>Experience & Competencies</i>
		➤ <i>Organisational behaviour & culture</i>
		❖ <i>Describe how these HR practices may have impact on the performance of Tanzania LGAs</i>
		❖ <i>Explain why these HR practices may influence Tanzania LGAs performance</i>
		❖ <i>What should be done to increase employees competencies.</i>
	Employees' Motivation	What are the major motivating constructs in Tanzania LGAs
		➤ <i>How salary, bonus, rewards, promotion , recognition and appreciation impact on HR practices</i>
		➤ <i>How do these motivation and other incentives work to increase employees' commitment</i>
		➤ <i>Explain why these HR practices may influence Tanzania LGAs performance</i>
		❖ <i>What should be done to increase work commitment in Tanzania LGAs</i>
		❖ <i>What kind of commitment is desired for LGAs performance</i>
	Employees Opportunities to work	How do you make sense of work environment in Tanzania LGAs in terms of the following themes
		➤ <i>Democratic leadership style & employees' participation</i>

Concept	Dimensions	Themes
		➤ <i>Fair treatment</i>
		➤ <i>Performance management</i>
		➤ <i>Proper guidance and creativity</i>
		➤ <i>Necessary resources to perform</i>
LGAs Performance	Outputs	Explain how HR practices influence the performance of LGAs in Tanzania as measured by KPI in terms of <i>financial management and project implementation. customer, process and people metrics</i>
	Outcomes	Explain how HR practices influence the performance of LGAs in Tanzania as measured by KPI in terms of <i>good governance, delivery of social services and economic development</i>

*Appendix VI***Focus Group Discussion guide Questions**

Introduction by Facilitator

Hello, my name is Damas Suta, a PhD Student. Thank you for taking time to participate in a focus group discussion on the HR practices and organisation's performance. This focus group is part of a larger needs assessment process that I am conducting to learn about the HR practices and organisation's performance of LGAs in Tanzania. And how HR practices influence performance of LGAs in Tanzania.

During this focus group our specialist from Regional Administrative secretary we will facilitate a conversation about how and why HR practices influence the performance of LGAs in Tanzania. Please keep in mind that, the purpose is to stimulate conversation and hear the opinions of everyone in the room. I hope you will be comfortable speaking honestly and sharing your ideas with us.

Please note that this session will be recorded, I will be taking notes during the focus group to ensure I adequately capture your ideas during the conversation. However, the comments from the focus group will remain confidential and your name will not be attached to any comments you make. Do you have any questions before we begin?

Let's do a quick round of introductions. Can each of you tell the group your name, if you are working or not? What is your profession and what career services you are doing?

Introduction from facilitators, and time keeper. Their roles in the Focus group discussion will be briefly mentioned so that every member of the Focus Group discussion will have a clear understanding of time limit, time sharing, and probing by the researcher or facilitator in attempt to explore the detail which lies within each dimension, to access the meaning it holds for the interviewees (content mining).

Concept	Dimensions	Themes
HR practices	Employees' ability	How do you make sense of HR practices that are engaged in Tanzania LGAs in terms of the following themes
		➤ <i>Knowledge</i>
		➤ <i>Skills & Innovation</i>
		➤ <i>Experience & Competencies</i>
		➤ <i>Organisational behaviour & culture</i>
		❖ <i>Describe how these HR practices may have impact on the performance of Tanzania LGAs</i>
		❖ <i>Explain why these HR practices may influence Tanzania LGAs performance</i>
	Employees' motivation	What are the major motivating constructs in Tanzania LGAs
		➤ <i>How salary, bonus, rewards, promotion, recognition and appreciation impact on HR practices</i>
		➤ <i>How do they work to increase employees' commitment</i>
		➤ <i>Explain why these HR practices may influence Tanzania LGAs performance</i>
	Work environment	❖ <i>What should be done to increase work commitment in Tanzania LGAs</i>
		How do you make sense of work environment in Tanzania LGAs in terms of the following themes
		➤ <i>Democratic leadership style & employees' participation</i>
		➤ <i>Fair treatment</i>
		➤ <i>Performance management</i>
		➤ <i>Personal attributes</i>
		➤ <i>Organisational behaviour</i>
		➤ <i>Organisational culture and creativity</i>
		➤ <i>Proper guidance</i>

		➤ <i>Necessary resources to perform</i>
LGAs Performance	Outputs	Explain how HR practices influence the performance of LGAs in Tanzania as measured by KPI in terms of financial <i>management and project implementation. customer, process and people metrics</i>
	Outcomes	<p>Explain how HR practices influence the performance of LGAs in Tanzania as measured by KPI in terms of <i>good governance, delivery of social services and economic development</i></p> <p>What should be done in terms of HR practices towards effective and efficient LGAs in Tanzania?</p>

Thank you so much for your time

*Appendix VII***Documentary Analysis**

Secondary Data Sources	Unit of Analysis	Subunits of Analysis	Examples
Attendance register	<ul style="list-style-type: none"> - Time reporting for work - Supervisors' remarks - Days reporting for duty 	<ul style="list-style-type: none"> - Work commitment - Contents - Late comers - Week ends - Holidays - Extra time 	Health department workers Primary education department Secondary education department <ul style="list-style-type: none"> - Supervision
OPRAS in Personal files	<ul style="list-style-type: none"> - Annual OPRAS forms - Setting objectives clearly - Objectives review - Organisation vision - Organisation mission - Councils' strategic plan 	<ul style="list-style-type: none"> - Communication strategies - KPI - Midyear review - Annual review - Procedures understanding - Recommendations - Ranking 	<ul style="list-style-type: none"> - Meeting objective - Type of rewards - Performance outcomes - Usefulness of OPRAS Efficiency
CMT minutes (council Management Team)	<ul style="list-style-type: none"> - Number of meetings - Minutes clearly documented - Agenda reflect strategic plan 	<ul style="list-style-type: none"> - Employees involvement - Employees empowerment - Democratically administered - Adherence to Calendar 	Members attended Agenda on employee performance How the council performance through its employees
FMU minutes (fedha mipango na uongozi)	<ul style="list-style-type: none"> - Number of meetings - Minutes are clearly documented - Column of the meeting 	<ul style="list-style-type: none"> - Contents - Descriptions - Comments on employees performance - Employees involvement 	Agenda reflect KPI Organisational performance Employee performance Alignment to council's strategic plan Mission and vision of the council.
Minutes of full council meeting	<ul style="list-style-type: none"> - Number of meeting - Minutes are clearly documented - Column of the meetings 	<ul style="list-style-type: none"> - Contents - Description - Comments on - Employee performance - Employee Involvement 	Agenda reflect KPI Organisational performance Employees performance and development Alignment to council's strategic plan, Mission and vision of the council.
Council's Strategic plan	<ul style="list-style-type: none"> - Vision - Mission - Objectives 	<ul style="list-style-type: none"> - KPI - Situation analysis - Targets - Performance indicators' - In line with Tanzania 	<ul style="list-style-type: none"> -Performance in terms of stakeholders' analysis. -Performance in terms of SWOT/SWOC <ul style="list-style-type: none"> • Strength

Secondary Data Sources	Unit of Analysis	Subunits of Analysis	Examples
		Development vision 2025 - (MKUKUTA II) National Strategic for economic Growth and Poverty Reduction - Ruling Party (CCM) election manifesto, 2010 - Opportunity and Obstacles (O and OP)	<ul style="list-style-type: none"> • Weakness • Objectives • Challenges -SMART <ul style="list-style-type: none"> • Simple • Measurable • Achievable • Realistic • Time frame
Performance budget Reports	- KPI	- Objectives - Mission - Vision	- Social Services - Economics
CAG Report	- Financial Management - Project implementation - Internal control system - Human resource payroll	- Own source revenue - Development Grants - Recurrent Grants - Performance of internal audit units - Audit committees - The ICT application - General control -	- Own source collection - Recurrent expenditure - Approved budget - Actual collected - Released funds - Actual expenditure - Fraud related issues Risk management practices -